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Master's Programme in Industrial Engineering and Management

Leveraging Generative AI for Enhanced Marketing Productivity in the Consumer Goods Sector

An Evaluation Framework and Strategic Insights for Implementation in Marketing Processes

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Adam Homola

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Abstract

The study explores the integration of Generative Artificial Intelligence in marketing processes, intending to provide actionable insights and strategic recommendations for maximizing the potential benefits of these technologies. The research focuses on three key objectives: identifying use cases for Generative AI in marketing, developing an evaluation framework for these use cases, and understanding the practical considerations involved in their implementation. The analysis combines an extensive literature review with specific insights from interviews with marketing professionals, positioning the findings within a broader industry context.

The research reveals significant opportunities for enhancing marketing productivity, creativity, and personalization through Generative AI technology, especially in content creation, customer engagement, and digital strategy optimization. A structured evaluation framework is introduced, helping prioritize AI initiatives based on key attributes like productivity gains, revenue growth, and cost efficiency. Furthermore, practical recommendations address implementation challenges, including technological readiness, staff training, and change management.

The study findings are applicable to other organizations in the consumer goods sector seeking to leverage Generative AI. The results underscore the transformative impact of AI on marketing strategies while also addressing critical issues related to data privacy, ethical considerations, and organizational change management. Ultimately, this study aims to assist companies in adopting Generative AI effectively, fostering long-term value through increased marketing efficiency and personalized consumer experiences.

Keywords artificial intelligence, consumer goods sector, digital marketing strategy, digital transformation, generative AI, marketing, productivity

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Työn nimi Generatiivisen tekoälyn hyödyntäminen kuluttajatuotteiden markkinoinnin tuottavuuden tehostamisessa

Koulutusohjelma Tuotantotalous

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Tiivistelmä

Tutkimuksessa tarkastellaan generatiivisen tekoälyn integrointia markkinoinnin prosesseihin ja sen tarkoitus on tarjota toteutuskelpoisia ideoita ja strategisia suosituksia näiden teknologioiden täysipainoiseksi hyödyntämiseksi. Tutkimuksella on kolme päätavoitetta: generatiivisen tekoälyn käyttötapausten tunnistaminen markkinoinnissa, näihin käyttötapauksiin pohjautuvan arviointikehyksen luominen ja niiden käytäntöönpanoon liittyvien näkökohtien ymmärtäminen. Analyysi yhdistää laajan kirjallisuuskatsauksen markkinointialan ammattilaisten haastatteluista kerättyihin näkemyksiin ja sijoittaa löydökset laajempaan markkinointialan viitekehykseen.

Tutkimuksessa esitetään merkittäviä mahdollisuuksia tehostaa markkinoinnin tuottavuutta, luovuutta ja personointia generatiivisen tekoälyn avulla, erityisesti sisällöntuotannossa, asiakaskokemuksen ja osallistamisen parantamisessa sekä digitaalisen strategian optimoinnissa. Jäsennelty arviointikehys auttaa priorisoimaan tekoälyhankkeita tuottavuuden kasvun, liikevaihdon lisäämisen, kustannustehokkuuden ja muiden keskeisten ominaisuuksien perusteella. Lisäksi käytännön suosituksissa käsitellään toteutukseen liittyviä haasteita, kuten teknologista valmiutta, henkilöstön koulutusta ja muutosjohtamista.

Tutkimuksen löydökset ovat käyttökelpoisia myös muille generatiivista tekoälyä hyödyntämään pyrkiville kuluttajatuotesektorin organisaatioille. Tulokset korostavat tekoälyn mullistavaa vaikutusta markkinointistrategioihin ja samassa yhteydessä käsitellään tärkeitä kysymyksiä, kuten tietosuojaa, eettisiä näkökulmia ja organisaation muutosjohtamista. Ennen kaikkea tämän tutkimuksen tavoitteena on auttaa yrityksiä ottamaan generatiivinen tekoäly käyttöön tuloksekkaasti ja luomaan pitkän aikavälin hyötyjä lisäämällä markkinoinnin tehokkuutta ja tarjoamalla yksilöllisiä asiakaskokemuksia.

Avainsanat digitaalisen markkinoinin strategia, digitaalinen transformaatio, generatiivinen tekoäly, kulutustavara-ala, markkinointi, tekoäly, tuottavuus

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Abstrakt

Štúdia skúma integráciu generatívnej umelej inteligencie v marketingových procesoch s cieľom poskytnúť praktické poznatky a strategické odporúčania na maximalizáciu potenciálnych prínosov tejto technológie. Výskum sa zameriava na tri kľúčové ciele: identifikáciu prípadov použitia generatívnej AI v marketingu, vývoj hodnotiaceho rámca pre identifikované prípady použitia a pochopenie praktických aspektov spojených s ich implementáciou. Analýza kombinuje rozsiahly prehľad literatúry so špecifickými poznatkami z rozhovorov s marketingovými odborníkmi, čím umiestňuje zistenia do širšieho kontextu odvetvia marketingu.

Výskum odhaľuje významné príležitosti na zvýšenie produktivity, kreativity a personalizácie v marketingu prostredníctvom generatívnej umelej inteligencie, najmä v tvorbe obsahu, zákazníckej angažovanosti a optimalizácie digitálnej stratégie. Taktiež je predstavený štruktúrovaný hodnotiaci rámec, ktorý pomáha priorizovať AI iniciatívy na základe kľúčových atribútov, ako napríklad zvýšenie produktivity, rast príjmov a efektívnosť nákladov. Praktické odporúčania ďalej riešia výzvy implementácie, vrátane technologickej pripravenosti, školenia personálu a riadenia zmien.

Zistenia štúdie sú aplikovateľné aj na iné organizácie v sektore spotrebného tovaru, ktoré sa snažia využiť generatívnu AI. Výsledky zdôrazňujú transformačný vplyv AI na marketingové stratégie a zároveň riešia kritické otázky súvisiace s ochranou údajov, etickými úvahami a riadením organizačných zmien. V konečnom dôsledku si táto štúdia kladie za cieľ pomôcť spoločnostiam efektívne implementovať generatívnu AI, podporujúc dlhodobú hodnotu prostredníctvom zvýšenej efektívnosti marketingu a personalizovaných skúseností spotrebiteľa.

Kľúčové slová digitálna marketingová stratégia, digitálna transformácia, generatívna AI, marketing, produktivita, sektor spotrebného tovaru, umelá inteligencia

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Preface and acknowledgments

I want to express my deepest gratitude to my thesis supervisor, Jukka Luoma, D.Sc., for his profound influence on my academic and professional journey. I am incredibly thankful for his insightful feedback and encouragement throughout the thesis writing process, which was instrumental in completing this work. His guidance extended far beyond the thesis itself, and I sincerely appreciate his teaching, which I have always enjoyed. His courses played a pivotal role in helping me discover the professional direction I wish to pursue. I am also incredibly grateful for the opportunity to work as a teaching assistant in one of his courses and to contribute to Generative AI research under his mentorship.

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Adam Homola

Abbreviations

AI	Artificial Intelligence
AMA	American Marketing Association
CCPA	California Consumer Privacy Act
CLV	Customer Lifetime Value
DTC	Direct-to-Consumer
EU AI Act	European Union's Artificial Intelligence Act
GDP	Gross Domestic Product
GDPR	European General Data Protection Regulation
GPT	Generative Pre-trained Transformer
LLMs	Large Language Models
ROI	Return on Investment
ROMI	Return on Marketing Investment
POS	Point of Sale

1 Introduction

Marketing productivity has long been a critical area of research, focusing on how organizations can optimize their marketing efforts to achieve better returns on investment. This body of work has historically examined factors such as resource allocation, cost efficiency, and the long-term impact of marketing strategies on sales, market share, and brand equity (Rust et al., 2004). As industries evolve with technological advancements, the concept of marketing productivity has expanded to include new methodologies and tools that can further enhance these metrics.

In recent years, the rise of Artificial Intelligence (AI), particularly Generative AI, has significantly impacted various industries, with marketing emerging as one of the most promising areas for its application. While traditional AI applications in marketing focused on predictive analytics and customer segmentation (M.-H. Huang & Rust, 2021), the emergence of Generative AI has introduced new capabilities that are transforming how companies approach content creation, customer engagement, and overall marketing strategies (I. Thomas, 2023).

This study examines the potential of Generative AI to enhance marketing productivity, focusing on a specific Finnish consumer goods company, referred to as the case company. The study aims to provide practical insights and recommendations for integrating Generative AI into the company's marketing processes, enabling the company to capitalize on these technologies for maximum benefit fully. By building on established literature about marketing productivity, the study explores the theoretical and practical advantages of Generative AI while extending the discussion to real-world applications and implementation strategies within a specific business context.

1.1 Purpose and Objectives of the Study

The primary motivation for this study is to explore the practical implementation of Generative AI technologies to enhance marketing productivity in specific industries and real-world scenarios, moving beyond the predefined experiments. While existing literature, such as Dell'Acqua et al. (2023) and Acemoglu (2024), has begun to investigate AI's impact on productivity with promising results – demonstrating AI's potential to improve work quality and efficiency significantly – many of these studies remain theoretical or lack focus on specific industries.

This creates an opportunity for further research in sector-specific contexts. Although the potential of Generative AI to transform various business functions, including marketing, is well-documented, there is still a limited understanding of its practical application in boosting productivity in particular industries and real-world environments.

This study aims to bridge the gap between theoretical research and practical application to address the challenges organizations face in the consumer goods sector, particularly in navigating the rapidly evolving landscape of AI technologies. The study contributes to the existing literature by focusing on marketing productivity while offering actionable insights. It accomplishes this through a comprehensive review of current literature, supplemented by field-specific data gathered from interviews at the case company.

This study is especially valuable as it consolidates relevant research, identifies key use cases, and provides a clear roadmap for implementing Generative AI, enabling consumer goods companies to harness these technologies' potential fully.

To address the gap in the current literature, the study pursues three primary objectives:

1. **Identification of Generative AI Use Cases**: To assist the case company in recognizing where Generative AI can be effectively implemented within their marketing function, thereby enhancing overall productivity and efficiency.
2. **Development of an Evaluation Framework:** To create a structured method for evaluating and prioritizing identified Generative AI use cases based on key attributes such as productivity gains, cost efficiency, and enhanced creativity.
3. **Understanding Generative AI Implementation**: To offer practical insights into the implementation of Generative AI, covering essential aspects such as technology selection, staff training, and best practices for seamless integration.

1.2 Scope and Focus of the Study

This study focuses on the marketing function within the case company, emphasizing how Generative AI can be integrated into existing processes to enhance efficiency and innovation. While the evaluation framework developed in this study is specifically tailored to marketing use cases at the case company, it is designed to be adaptable to other consumer goods companies facing similar challenges.

The study does not extend to other business functions, such as operations or finance. However, the literature review briefly discusses the implications of Generative AI for these areas to provide a broader context. The study also examines the wider impact of Generative AI across various industries, supported by relevant statistics and trends. This broader perspective is intended to underscore the transformative potential of Generative AI and to situate the specific findings of this study within the larger technological and economic landscape.

1.3 Research Questions

Based on the objectives and scope, the following research questions have been formulated to guide the study:

1. **What are the most promising use cases for Generative AI in marketing?**
2. **How can identified use cases be evaluated and prioritized?**
3. **What are the key considerations for implementing Generative AI in marketing processes?**

These questions aim to provide a clear focus, ensuring the study identifies potential applications of Generative AI, offers practical and actionable recommendations for their implementation, and delivers a comprehensive understanding of how Generative AI can be strategically integrated into a company's marketing function.

1.4 Relevance to the Case Company

The rapid development and widespread adoption of AI technologies across various industries, including marketing, highlight the urgency for the case company to integrate Generative AI into its marketing processes. As marketing shifts towards more personalized and data-driven strategies, Generative AI presents a significant opportunity. Recent reports show that marketing is one of the primary areas where Generative AI adoption is growing rapidly, with adoption rates doubling between 2023 and 2024 (Chui, Yee, et al., 2023; Singla et al., 2024).

By investing in Generative AI, the case company can stay ahead of industry trends, enhance its marketing capabilities, and drive long-term growth. Specifically, Generative AI can improve marketing efficiency, boost creativity, and increase customer engagement, all while reducing unnecessary spending. This study aims to assist the case company and other consumer goods firms in navigating the complexities of Generative AI implementation and digital transformation, ultimately enabling them to capitalize on these technologies in their marketing fully.

1.5 Structure of the Study

The study is structured into six chapters to comprehensively examine Generative AI's potential to enhance marketing productivity in the case company. It begins with an introduction that outlines the study's research objectives, scope, and relevance (Chapter 1). A review of the relevant literature follows, discussing the evolution of marketing concepts, AI applications, and the emerging role of Generative AI in marketing (Chapter 2). The methodology is detailed next, explaining the research design, data collection methods, and analytical procedures employed in the study (Chapter 3). The findings are

presented in the subsequent chapter, focusing on identifying and evaluating Generative AI use cases within the case company's marketing processes (Chapter 4). These findings are then analyzed and discussed in the context of existing literature, emphasizing practical implications and potential challenges (Chapter 5). Finally, the study concludes by summarizing the key insights and offering actionable recommendations for integrating Generative AI into marketing strategies (Chapter 6).

2 Literature Review

The literature review explores significant transformations in marketing concepts and strategies, emphasizing the integration of Artificial Intelligence and Generative AI within the marketing domain. It begins by examining the evolution of marketing concepts and strategy research (Section 2.1), providing historical context and highlighting recent trends and future directions. The discussion then addresses the challenges in assessing marketing productivity (Section 2.2), including balancing short-term and long-term effects, isolating marketing's impact from other business functions, and integrating financial and non-financial metrics.

The review outlines AI's definition, scope, fundamental techniques, and algorithms (Section 2.3), assessing its historical context, business adoption, competitive advantage, and current trends and adoption rates. It further investigates Generative AI (Section 2.4), discussing technological advancements, tools, applications, and market impact. The evolution and implementation of Generative AI models are examined (Section 2.5), along with effective techniques for prompt engineering (Section 2.6) and model tuning strategies (Section 2.7). Practical applications of Generative AI across various professions and sectors are analyzed (Section 2.8), highlighting human-AI collaborations and organizational implementation. A detailed examination of AI and Generative AI in marketing is presented (Section 2.9, Section 2.10), including adoption trends, applications, implementation strategies, stages of integration, and methods for evaluating effectiveness.

The challenges associated with AI and Generative AI are critically examined (Section 2.11). The review explores the impact of AI on productivity and economic growth (Section 2.12), discussing historical perspectives, theoretical impacts of Generative AI on productivity, practical applications, and challenges in measuring productivity in cognitive labor. The review concludes by summarizing the essential findings and outlining the objectives for the empirical part of the study (Section 2.13).

2.1 Evolution of Marketing Concepts and Strategy Research

The marketing field has experienced significant transformations over the decades in its conceptual foundations and strategies organizations employ to achieve competitive advantage. This evolution reflects the dynamic nature of the marketplace and underscores the need for businesses to adapt to changing consumer behaviors, technological advancements, and societal expectations. This section explores the development of marketing concepts and marketing strategy research, highlighting their historical progression, recent trends, and future directions.

2.1.1 Evolution of Marketing Concepts

Since its establishment, the definition and interpretation of marketing have been continuously refined to align with contemporary trends and practices. The American Marketing Association (AMA), a leading authority in the field, has periodically updated its definition of marketing to reflect these shifts. (Gundlach & Wilkie, 2009) Beginning in 1937 with a focus on "*those business activities involved in the flow of goods and services from production to consumption*" (AMA, 1937), the definition has progressively expanded to encompass a broader array of activities and stakeholders.

The most recent AMA definition characterizes marketing as "*the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large*" (AMA, 2017). This evolution signifies a transition from merely viewing marketing as a transactional process to recognizing it as a holistic endeavor that creates value for diverse stakeholders, including society (J. Thomas, 2020).

J. Thomas (2020) states several factors have driven this conceptual evolution. The maturation of the marketing discipline has expanded its scope to include new theories and practices. Furthermore, ideological shifts among practitioners and academics have advocated for definitions that more accurately reflect modern values, such as sustainability and social responsibility. Additionally, the evolving demands of businesses, consumers, interconnected institutions, and society at large necessitate a more inclusive, value-oriented approach to marketing. This continuous refinement ensures that marketing stays relevant and effective in addressing the diverse needs of today's marketplace.

2.1.2 Evolution of Marketing Strategy Research

Parallel to the evolution of marketing concepts, marketing strategy research has advanced significantly. Marketing strategy serves as a roadmap for businesses to achieve competitive advantage through the strategic selection and execution of marketing activities and the strategic allocation of marketing efforts across various markets, all aimed at creating, communicating, and delivering valuable products to customers in mutually beneficial exchanges (Varadarajan, 2020).

Varadarajan (2020) defines marketing strategy as "*an organization's crucial decisions concerning marketing activities to perform, their manner of performance, and the allocation of resources among markets and marketing activities to facilitate the achievement of a competitive advantage by an organizational entity in the marketplace.*"

Historical Development of Marketing Strategy Research

The development of marketing strategy research reflects the shifting focus of academic inquiry and practical application over time. In the early stages, research centered on establishing foundational marketing concepts and defining the boundaries of the discipline. Sozuer et al. (2020) highlight that during the 1970s and 1980s, attention shifted toward exploring various marketing tactics businesses could employ to gain a competitive edge and assess the impact of diverse marketing initiatives.

Sozuer et al. (2020) further explain that the 1990s brought a focus on market orientation as a holistic application of the marketing principle, examining its efficacy and the extent of marketing's role within organizations. According to their findings, the 2000s saw a continued exploration into the effectiveness and influence of specific marketing practices, emphasizing accountability and measurable outcomes.

2.1.3 Recent Trends and Future Directions in Marketing Strategy Research

In recent years, research has progressed toward understanding marketing's contribution to financial performance by measuring and valuing marketing initiatives and assets. According to Sozuer et al. (2020), this shift has elevated the role of marketing within organizations, although its impact remains somewhat constrained. Their research highlights a growing interest in proactive approaches that diverge from traditional market-driven strategies, wherein firms do not merely respond to market trends but actively create new market realities and shape consumer preferences.

Sozuer et al. (2020) also emphasize emerging trends such as personalized marketing, the digitalization of customer interactions, and the rise of ethical business practices. Additionally, they underscore the increasing economic influence of consumers in emerging markets as a critical area of study. In light of these trends, Sozuer et al. (2020) suggest several avenues for future research, including exploring the impact of AI on marketing functions, the practical applications of machine learning and AI-driven strategies, and consumer willingness to pay premiums for socially responsible products.

Looking ahead, Sozuer et al. (2020) predict that marketing strategy research will continue to evolve by adopting enhanced methodologies, new data sources, and advanced analytical models. They argue that the quality of data – rather than its sheer volume – will become a crucial factor in shaping future research, offering deeper insights into the timing and effectiveness of marketing initiatives.

2.2 Challenges in Assessing Marketing Productivity

Marketing productivity plays a crucial role in assessing the efficiency and effectiveness of marketing strategies. It involves evaluating the relationship between marketing inputs – such as advertising, promotions, and market research – and the corresponding outputs, including sales, customer loyalty, and market share. In an environment where companies are increasingly required to justify marketing expenditures, measuring marketing productivity is essential to ensure marketing efforts align with financial objectives. (Mittal & Khandai, 2009; Rahman, 2020; Rust et al., 2004)

Measuring marketing productivity presents several complexities, primarily due to the multifaceted nature of marketing activities and their varied impacts on business performance. While the need to assess marketing efficiency is growing, the challenges make it difficult to capture a complete picture of marketing's effectiveness. These challenges include accounting for both short-term and long-term effects, distinguishing marketing's impact from other business functions, and balancing financial and non-financial metrics. This section explores these key obstacles and potential approaches for overcoming them.

2.2.1 Balancing Short-Term and Long-Term Marketing Effects

A key challenge in evaluating marketing productivity is the need to account for both short-term and long-term effects of marketing activities. While short-term outcomes, such as immediate sales increases or market share growth, are often easier to quantify, the long-term impacts, such as brand equity and customer loyalty, are more difficult to measure but equally critical for achieving sustained success. (Mittal & Khandai, 2009; Rust et al., 2004)

Rust et al. (2004) noted that marketing initiatives like advertising campaigns, service improvements, and product launches frequently contribute to long-term assets, such as brand equity and customer loyalty. However, these long-term benefits may not immediately translate into improved financial performance, leading to a disconnect between short-term results and long-term value creation. This time lag complicates evaluating whether marketing investments drive sustainable profitability or produce temporary gains.

To address this issue, organizations must adopt a comprehensive approach that recognizes both short-term tactical gains and long-term strategic advantages. A balanced application of financial and non-financial metrics is essential to capture the full scope of marketing's impact. (Mittal & Khandai, 2009; Rust et al., 2004)

2.2.2 Isolating Marketing Impact from Other Business Functions

Another significant challenge in measuring marketing productivity is isolating the effects of marketing from other business functions. Marketing does not operate in isolation; it often interacts with sales, product development, and customer service, making it difficult to attribute outcomes solely to marketing efforts. (Aaker, 2010; Mittal & Khandai, 2009)

The literature emphasizes the importance of distinguishing the effects of individual marketing activities to achieve precise productivity measurements. However, companies frequently find it challenging to determine how much of their revenue or market share growth is attributable to marketing instead of contributions from other departments. This overlap can lead to either under- or over-estimation of marketing's actual impact on overall business performance. (Mittal & Khandai, 2009)

Companies can leverage advanced analytical tools such as marketing mix modeling and multi-touch attribution to overcome this challenge. These tools help isolate the effects of marketing activities from other variables, enabling organizations to quantify the contribution of various marketing tactics and channels to business outcomes while considering the interaction between marketing and other business functions (Kang, 2023).

2.2.3 Integrating Financial and Non-Financial Metrics in Marketing Evaluation

Historically, financial metrics such as Return on Investment or Marketing Investment (ROI/ROMI) have been the primary means of evaluating marketing productivity. However, these metrics alone have proven insufficient to justify marketing expenditures fully. The growing recognition that non-financial metrics, such as customer satisfaction and brand loyalty, are critical to long-term success has introduced new complexities in balancing financial and non-financial measures. (Mittal & Khandai, 2009; Rust et al., 2004)

Rust et al. (2004) and Mittal & Khandai (2009) identify two broad categories of marketing productivity measures: financial metrics (e.g., ROMI) and non-financial metrics (e.g., customer satisfaction). While ROMI offers a clear link between marketing spending and revenue generation, it fails to capture marketing efforts' broader, qualitative outcomes, such as enhanced brand perception and customer loyalty. On the other hand, non-financial metrics are valuable for assessing long-term benefits but can be more challenging to quantify and link directly to financial performance.

This dual emphasis on both financial and non-financial metrics often creates tension within organizations as marketing teams strive to justify expenditures through metrics that may not align with traditional financial performance measures. To address this issue, organizations must implement

integrated performance measurement systems that account for both types of metrics. This could involve tracking customer lifetime value (CLV), loyalty, or brand equity alongside financial returns, providing a more holistic view of marketing's overall contribution to business success. (de la Fuente-Mella, 2020; Mittal & Khandai, 2009)

2.3 Artificial Intelligence

AI has become a pivotal technology in various sectors, driving innovation and reshaping industries. This section provides an overview of AI, beginning with its definition and scope and then exploring essential techniques and algorithms enabling its functionality. Additionally, it traces the historical significance of AI, compares it to past technological revolutions, and assesses its influence on business adoption and competitive advantage. Finally, current trends and adoption rates are analyzed to offer insights into the growing impact of AI on global markets.

2.3.1 Definition and Scope of AI

Artificial Intelligence has gained significant importance in recent years across various fields, including healthcare, finance, transportation, entertainment, etc. The primary goal of AI is to create machines capable of emulating human cognition and human's performed work, addressing complex challenges that previously seemed impossible. (Velev & Zlateva, 2023)

The definition of AI may also refer to the capability of machines or software to execute tasks typically requiring human intellect, such as speech and image recognition, data learning, decision-making, and language comprehension. AI encompasses a range of programs designed to perform intelligently in ways similar to human cognition. This includes learning, reasoning, and interacting with the environment. (Abdulla & Hussain, 2024)

2.3.2 Techniques and Algorithms in AI

The realization of AI relies on a combination of techniques and algorithms, including machine learning, deep learning, natural language processing, and computer vision (Velev & Zlateva, 2023). According to Maslej et al. (2024), the landscape has evolved significantly in recent years. Until around 2014, academia was the leader in releasing machine learning models. However, contemporary AI models demand vast amounts of data, computational resources, and financial investment – resources often beyond academic possibilities. Consequently, the industry took the lead and now dominates the development of cutting-edge AI models.

Figure 1: Value Chain of AI Development and Implementation
Source: Berg et al. (2024)

2.3.3 Historical Context and Impact of AI

Advanced disruptive technologies such as AI are expected to have a similar role to historical milestones, such as the first industrial revolution (mechanization) in the 18th century or the rapid development of information and communication technologies in the late 20th century. According to Ljepava (2022), these earlier technologies significantly influenced businesses and everyday life, resulting in remarkable speed, efficiency, and accuracy improvements.

Similarly, Fanti et al. (2020) suggest that AI will broadly impact business practices, the public sector, and workforces globally, contributing to new automation in production, enhancing service quality, and cost reduction. They also argue it will help companies become more competitive and better equipped to overcome future challenges.

2.3.4 Business Adoption and Competitive Advantage

The long-term application of AI technologies is projected to offer a significant competitive advantage, and companies that fail to adopt these advancements are likely to struggle to keep pace with market trends and sustain their market share (Ljepava, 2022).

The adoption and applicability of advanced technologies such as AI depend on each business's specific context and the managerial propensity to deploy them (Abdulla & Hussain, 2024). AI-driven digital transformation can assist organizations in overcoming challenges and enhancing customer value through innovative applications in all business domains (Ljepava, 2022).

2.3.5 Data Analysis and Decision-Making

According to Russell & Norvig (2020), AI opens opportunities within business contexts for analyzing extensive datasets that traditional methods and tools struggle to handle. They highlight that AI's capabilities extend to diverse data types – structured, unstructured, and semi-structured – originating from various platforms. By providing data-driven recommendations, AI significantly supports organizational decision-making processes.

2.3.6 Trends and Adoption Rates

According to the McKinsey Global Survey conducted in February and March 2024, led by Singla et al. (2024), there has been a notable increase in the interest in Generative AI, which has concurrently enhanced attention on a broader spectrum of AI capabilities. Over the past six years, AI adoption within respondents' organizations has remained around 50%. However, in 2024, the survey reveals a significant increase in adoption, rising to 72%.

Singla et al. (2024) also highlight that this heightened interest in AI is observed globally. When analyzing the adoption of AI by industry, the most substantial increase is evident in professional services. This category includes respondents from organizations specializing in human resources, legal services, management consulting, market research, research and development, tax preparation, and training.

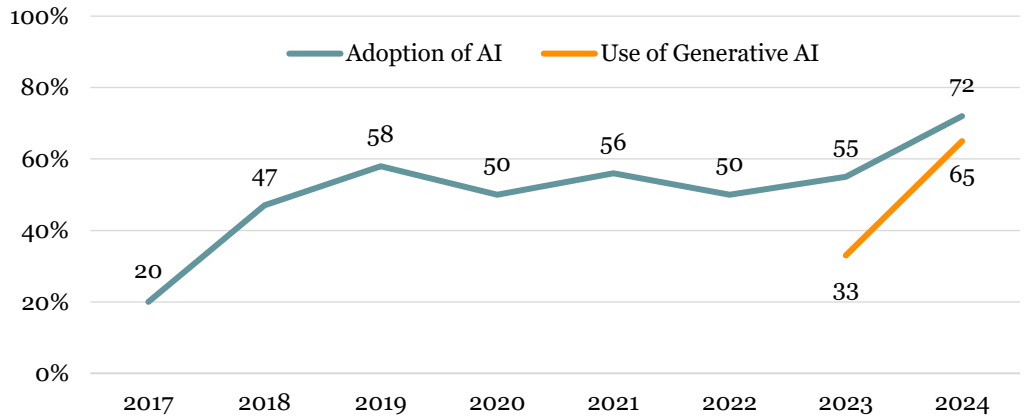
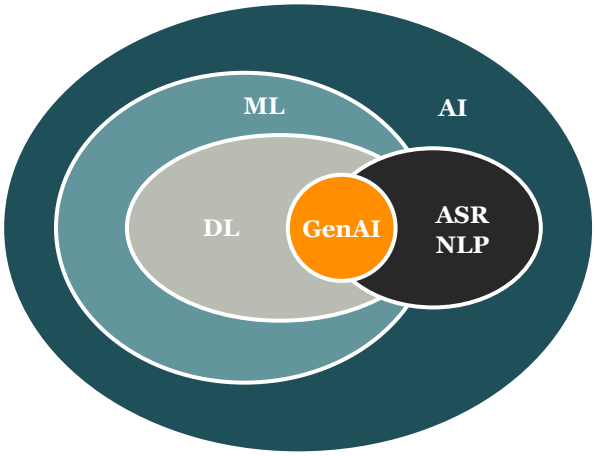


Figure 2: Share of the organizations adopting AI in at least one business function
Source: Singla et al. (2024)

2.4 Generative AI

Generative AI builds upon established AI techniques, particularly deep learning, but its distinct focus lies in producing and generating original content rather than solely making automated decisions or predictions (I. Thomas, 2023).

Generative AI models are trained on extensive volumes of publicly available data. These models construct intricate statistical representations of the input data's characteristics, which enable them to generate new content that closely mirrors the data on which they were trained. (I. Thomas, 2023) Generative AI is a form of AI capable of producing a diverse array of content, including text, images, audio, and video (Lawton, 2023).



AI – Artificial Intelligence
ML – Machine Learning
DL – Deep Learning
ASR – Automatic Speech Recognition
NLP – Natural Language Processing
GenAI – Generative AI

Figure 3: Overview of Generative AI in the Context of Artificial Intelligence
Source: International Data Corporation (2023)

Generative AI marks a significant development in AI, characterized by the capacity to generate original content, including text, images, and audio. This section explores the evolution, capabilities, and growing impact of Generative AI, focusing on its technological foundations and increasing relevance. Examining key advancements and applications aims to offer a clear understanding of how Generative AI is transforming industries, driving innovation, and attracting substantial investment.

2.4.1 Technological Advancements and Historical Context

The recent surge in interest in Generative AI is rooted in technological advancements over the past decade. For instance, transformer architectures, critical to many generative models, were introduced in a 2017 Google paper, while generative adversarial networks, essential for image-based Generative AI, were first proposed in 2014. (I. Thomas, 2023)

Generative AI has emerged as a significant topic of interest among the general public due to its accessibility and capacity to produce creative and realistic outputs. Although the concept of Generative AI has been present for decades, its prominence surged dramatically in November 2022 with the introduction of OpenAI's ChatGPT. (Kanbach et al., 2024)

ChatGPT achieved unprecedented growth, garnering one million users within five days and reaching 100 million users in just two months, thus becoming one of the fastest-growing consumer tools in history (Hu, 2023). For context, it took TikTok nine months and Instagram two and a half years to achieve the same milestone of 100 million users (Chow, 2023).

2.4.2 Tools and Applications

The application of AI across different fields has a long history. Still, the emergence of Generative AI tools like ChatGPT and Jasper.ai marks a significant leap forward in the progression of AI technologies. These tools are notable for their ease of use, intuitive designs, and impressive capabilities, significantly contributing to their widespread adoption (Kanbach et al., 2024).

Generative AI employs two primary architectures: transformers and diffusers. Robbert et al. (2023) explain that these models utilize classification and prediction techniques to generate content. Transformers, used in Large Language Models (LLMs) and tools like ChatGPT, predict the next logical word in a sequence based on given prompts. These models are trained on vast amounts of text from various sources, enabling them to understand and generate coherent language.

Diffusers, which power generative imaging models such as Stable Diffusion and DALL-E, predict nearby pixels based on text prompts. Robbert et al. (2023) further elaborate that these models are trained with extensive image data and corresponding descriptions, allowing them to create new images by iteratively refining random noise to match known image patterns based on the given prompt.

2.4.3 Market Impact and Investment Trends

Generative AI has emerged as a disruptive innovation with applications across multiple industries. According to Precedence Research (2024), the global market value of Generative AI was $17.65 billion in 2023 and is expected to reach $803.9 billion by 2033, growing at a compound annual growth rate of 46.5%.

Maslej et al. (2024) highlight a significant investment increase in Generative AI. Despite declining overall AI private investment in 2023, funding for Generative AI surged nearly ninefold from 2022, reaching $25.2 billion. Prominent players in this field, including OpenAI, Anthropic, Hugging Face, and Inflection, secured substantial funding rounds, with Generative AI accounting for over a quarter of all AI-related private investment in 2023.

According to the McKinsey Global Survey on AI, conducted by Singla et al. (2024) in February and March, there has been a significant rise in the regular use of Generative AI within organizations, with 65% of respondents now reporting its use – up from 33% in April 2023. Respondents' expectations for the impact of Generative AI remain high, with three-quarters predicting it will bring about significant or disruptive changes in their industries in the coming years.

2.5 Evolution and Implementation of Generative AI Models

Generative AI models have rapidly evolved, transforming industries and redefining technological capabilities. This section examines their progression from foundational developments to current implementations. It explores significant milestones, the scale and costs of modern AI models, and how public access and cloud-hosted solutions have facilitated widespread adoption. Considerations for on-premises and private cloud deployments are also discussed, highlighting strategic choices organizations face when integrating Generative AI.

2.5.1 Milestones in Generative AI Development

Over the past several years, organizations like Google and OpenAI have continually refined techniques like transformer architectures. While progress was impressive, it was not transformative. However, a significant breakthrough occurred in 2020 when OpenAI unveiled its LLM, GPT-3. This transformer-based model, trained on an unprecedented 175 billion parameters – almost a hundredfold increase over its predecessor – marked a substantial enhancement in performance across various applications, including translation, summarization, and question-answering. (Brown et al., 2020)

Since then, progress has accelerated. By 2023, state-of-the-art models such as GPT-4, Gemini, and Claude have demonstrated impressive multimodal capabilities. These systems not only generate fluent text in numerous languages but also process audio and interpret pictures. As AI advances, it increasingly integrates into daily life, prompting companies to develop AI-based products rapidly and facilitating widespread use by the general public. (Maslej et al., 2024)

Generative AI models have transformed fields such as copywriting, code generation, art, gaming, media, advertising, and design by providing automated and augmented solutions that enhance productivity and creativity. These models also offer new ways of expression and social interaction, impacting industries like healthcare, finance, media, e-commerce, accounting, supply chains, logistics, pharmaceuticals, education, travel, tourism, and marketing. (S. Huang & Grady, 2022; Rosário, 2024; Zhang et al., 2023)

Table 1 draws on information about popular models from Cardillo (2024), Maslej et al. (2023), and Maslej et al. (2024), reflecting the accelerated progress in AI development. This rapid evolution by leading organizations underscores the competitive nature of the field, with models emerging almost monthly.

Table 1: Release Dates of Popular Generative AI Models

Date	Model	Creator
September 2024	Llama 3.2	Meta AI
	OpenAI o1	OpenAI
August 2024	Phi-3.5	Microsoft
July 2024	Mistral Large 2	Mistral AI
	Llama 3.1	Meta AI
June 2024	Claude 3.5	Anthropic
	Nemotron-4	Nvidia
May 2024	GPT-4o	OpenAI
April 2024	Phi-3	Microsoft
	Llama 3	Meta AI
	Mixtral 8x22B	Mistral AI
March 2024	Jamba	AI21 Labs
	Claude 3	Anthropic
	Command R	Cohere
	Inflection-2.5	Inflection AI
February 2024	Gemma	Google DeepMind
	Gemini 1.5	
January 2024	Stable LM 2	Stability AI
December 2023	Midjourney v6	Midjourney
	Gemini 1.0	Google
November 2023	Inflection-2	Inflection
	Claude 2.1	Anthropic
	Whisper v3	OpenAI
October 2023	Ernie 4.0	Baidu
September 2023	Mistral 7B	Mistral AI
	Falcon 180B	Technology Innovation Institute
August 2023	DALL-E 3	OpenAI
July 2023	Claude 2	Anthropic
	Llama 2	Meta AI
	XGen-7B	Salesforce
May 2023	PaLM 2	Google AI
March 2023	Stable Diffusion v2	Stability AI
	Midjourney v5	Midjourney
	GPT-4	OpenAI
	Claude	Anthropic
November 2022	Midjourney v4	Midjourney
August 2022	Stable Diffusion 1.0	Stability AI
July 2022	Midjourney v3	Midjourney
April 2022	Midjourney v2	
	PaLM	Google AI
March 2022	GPT-3.5	OpenAI

2.5.2 Scale and Cost of Modern AI Models

The GPT-4 model is estimated to have around a trillion parameters, representing a hundredfold increase from GPT-3 (Albergotti, 2023). Training these models with such extensive data is exceptionally costly, with GPT-4 believed to have incurred a training cost of approximately US$100 million (I. Thomas, 2023).

This substantial investment underscores a critical distinction between Generative AI models and other types of machine learning models. Most organizations lack the financial resources to train their Generative AI models from scratch. Consequently, the prevalent practice is to utilize foundational models and tailor them to specific applications. Organizations aiming to leverage Generative AI have three primary options, each offering distinct advantages (I. Thomas, 2023):

- Accessing a public model through its interface or API,
- Using a customized instance of a foundational model hosted on a public cloud, which may or may not involve additional tuning,
- Deploying a foundational model in a private or on-premises cloud environment, with optional tuning adjustments.

2.5.3 Public Access to Generative AI Models

The rise of Generative AI has been fueled by the public availability of various tools built on Generative AI models. Tools such as ChatGPT, Microsoft Copilot, Jasper.ai, Claude, or Perplexity offer web/mobile interfaces or public APIs, facilitating the integration of Generative AI into processes and applications. However, limitations exist, such as the inability to handle private information for more specialized expertise and concerns over data security and privacy (I. Thomas, 2023).

2.5.4 Cloud-Hosted Foundational Models

An increasingly advantageous approach is leveraging cloud-hosted Generative AI models provided by major cloud platforms. For example, Amazon's Bedrock service supports its models and partner models from Anthropic, AI21 Labs, Cohere, Meta, Mistral AI, and Stability AI. Microsoft's Azure OpenAI service offers GPT and DALL-E models from OpenAI while hosting models from partners like Meta, Mistral AI, Cohere, Hugging Face, Stability AI, Core42, Nixtla, and its proprietary models. Similarly, Google's Vertex AI platform provides its models – such as Gemini, Gemma, PaLM, Imagen, and Codey – and supports partner models from AI21 Labs, Anthropic, Meta, and Mistral AI (Amazon Web Services, 2024; Google Cloud, 2024; Microsoft, 2024; I. Thomas, 2023).

According to I. Thomas (2023), a key benefit of cloud-hosted Generative AI models is their secure environment for data processed through prompts. While data security and privacy must still be diligently managed, Thomas argues that these concerns are similar to those of existing cloud services, facilitating smoother integration.

Furthermore, I. Thomas (2023) highlights that this approach allows organizations to customize some of the models for specific use cases, including:

- **Prompt Engineering**: Enhancing prompts for more accurate responses.
- **Model Tuning**: Adding supplementary information to the foundational model for improved performance.

2.5.5 On-Premises and Private Cloud Deployments

Generative AI use cases often require strict data control, necessitating on-premise or private cloud environments. In this case, organizations must provide hardware to train and run these models, with many open-source options available on Hugging Face. It may be achieved with the help of NVIDIA's Triton Inference Server, which offers a platform for training and deploying models locally, leveraging multiple CPUs and GPUs for scalability. (I. Thomas, 2023)

Using models on-premises or in a private cloud allows cost determination based on compute and storage needs rather than the token-based costs of cloud-hosted models. This approach can be advantageous in scaled environments, particularly when model tuning is required. (I. Thomas, 2023)

2.6 Techniques for Effective Prompt Engineering

Regardless of the approach the company adopts for deploying Generative AI models – whether through public model usage, private instances of cloud-hosted foundational models, or operating a private model on-premises or within a private cloud – prompt engineering remains a crucial process. According to I. Thomas (2023), prompt engineering involves embedding structured information within the prompts provided to text-based Generative AI services to guide their responses effectively. Thomas notes that including relevant supplementary information within these prompts can significantly enhance the quality of the generated outputs.

I. Thomas (2023) identifies several fundamental prompt engineering techniques:

- **Creating the Right System Message**: The system message is a specialized message to the LLM that sets its overall behavior. For example: "You are a helpful assistant working for a consumer goods company, acting as a Retail Sales Associate. You can answer questions

about the product line and provide recommendations based on customer needs." If asked other questions, respond: "I'm afraid that's outside my expertise area."

- **Utilizing Few-Shot Learning**: The likelihood of generating a helpful response can be increased by providing the LLMs with several examples of successful responses before asking a question.
- **Providing Clear Instructions and Priming the Output**: The LLMs should receive clear instructions, such as, "Provide a step-by-step guide to choose a suitable product for a customer." Repeating these instructions at the end of the prompt (e.g., "Step 1: ") can help ensure the response is effective and formatted as required.
- **Employing Chain-of-Thought Prompting**: LLMs often produce better results when asked to include their train of thought within the answer.
- **Integrating External Data**: Applications built on top of an LLM can call out to external data sources and incorporate this data into the prompt. This could include search engine results or relevant information about the user entering the query.

Additionally, frameworks such as COSTAR, developed by Zentennial (2024), can improve responses when prompting LLMs. This approach ensures that all key aspects influencing an LLM's response are considered, resulting in more tailored and impactful outputs.

Zentennial (2024) explains the COSTAR Framework as follows:

- **Context (C)**: Supplying relevant background information enables the language model to comprehend the situation better.
- **Objective (O)**: Clearly defining the goal of the task directs the language model's attention and focus toward the desired outcome.
- **Style (S)**: Outlining the preferred writing style ensures that the model's output aligns with specific stylistic expectations.
- **Tone (T)**: Setting the desired tone ensures the response reflects the intended emotional or professional atmosphere.
- **Audience (A)**: Specifying the target audience helps tailor the LLM's output to suit the needs and expectations of that group.
- **Response (R)**: Defining the required response format, such as plain text or structured outputs like JSON, ensures the results are produced in a valuable and applicable form for subsequent processes.

2.6.1 The Influence of Experience on Prompt Engineering

The study conducted by Microsoft researchers suggests that developers' confidence in generating prompts for GitHub Copilot is primarily shaped by the length of time they have used the tool, with extended usage leading to increased confidence. Additionally, the study indicates that confidence tends to decrease among developers with more years of professional software development experience, possibly due to their more critical evaluation of Copilot's responses. Furthermore, developers who engage in thorough information processing and are motivated by their interest in technology also tend to demonstrate higher confidence in prompt generation (Jaffe et al., 2024).

2.7 Model Tuning Strategies

According to I. Thomas (2023), model tuning, although a more time-intensive process than prompt engineering, can significantly enhance the performance of Generative AI models, especially in specific scenarios. This necessity arises in instances such as:

- Ensuring optimal performance across a defined range of inputs on a specialized topic.
- Adapting the model to a specific task, like sentiment analysis.

I. Thomas (2023) explains that model tuning involves creating a structured data set in a prompt/response format. Each prompt/response pair serves as a training example for the model, and typically, several hundred pairs are required for most training scenarios.

The advantages of model tuning over prompt engineering include:

- Shorter prompts for a tuned model, as contextual data is already embedded within the model. This reduction in prompt length results in lower token costs.
- Faster response times due to the abbreviated prompts.

However, model tuning also presents certain drawbacks:

- The creation of training materials is time-consuming.
- A tuned model may incur higher per-token usage costs.
- Certain data types, such as rapidly changing information or customer data, are unsuitable for model tuning.

2.8 Applications of Generative AI

Generative AI, as highlighted by Rosário (2024), represents a significant disruptive innovation that has found wide application across various industries, including but not limited to content generation, AI-driven image creation, and the composition of music and video content. The introduction of OpenAI's ChatGPT has further fueled the popularity of Generative AI, resulting in a rapid expansion of AI-based tools. Both companies and individual users now leverage these tools to improve productivity and operational efficiency.

The versatility of Generative AI extends to tasks such as sentiment analysis, language translation, content creation, and text classification. Rosário (2024) notes that this has opened up new opportunities across the marketing, education, healthcare, travel, and tourism sectors. The adoption of Generative AI has improved efficiency and innovation in areas such as marketing analysis, human resource management, property valuation, educational methodologies, and academic research.

Generative AI has rapidly evolved into a transformative force. This section explores the various ways in which Generative AI is being applied, highlighting its impact on sectors such as marketing, education, healthcare, and tourism. The integration of AI into these fields has not only optimized efficiency but has also fostered innovation by enabling more personalized and data-driven approaches. Through these applications, Generative AI continues to redefine traditional workflows, offering new possibilities for both organizations and professionals across diverse industries.

2.8.1 Impact on Various Professions and Sectors

Generative AI models play a crucial role in education and academic research by enabling the creation of educational resources that cater to diverse learning needs and linguistic preferences. According to Rosário (2024), this inclusivity also applies to academic research, where these models assist in translating and summarizing research findings, making scholarly content more accessible to a global audience.

In software engineering, Generative AI has made significant contributions by assisting developers in generating and optimizing code based on specific prompts. Rosário (2024) notes that these models support developers by facilitating brainstorming, troubleshooting, and refining coding practices. This enhances creativity and problem-solving and the overall efficiency of software development.

The tourism industry is another area where Generative AI has shown promise. Rosário (2024) explains that generative models analyze various data sources, such as geopolitical events, weather conditions, and health-

related data. This helps improve risk mitigation strategies and supports decision-making for companies and travelers. Similarly, in real estate, professionals can leverage these AI-driven insights to make informed decisions about property investments and portfolio management.

2.8.2 Human-AI Collaborations

The collaboration between humans and Generative AI systems is often where the most value is realized. As Rosário (2024) describes, professionals across various sectors can work with AI models to explore innovative ideas and analyze complex datasets. This collaboration, which merges domain-specific expertise with AI's analytical capabilities, fosters interdisciplinary innovation by drawing on human and machine intelligence.

2.8.3 Organizational Implementation

According to Singla et al. (2024), the typical organization implements Generative AI across two primary functions, predominantly in marketing and sales, product and service development, or IT. Notably, the most significant increase since 2023 has been observed in the marketing and sales sector, where reported adoption rates have more than doubled.

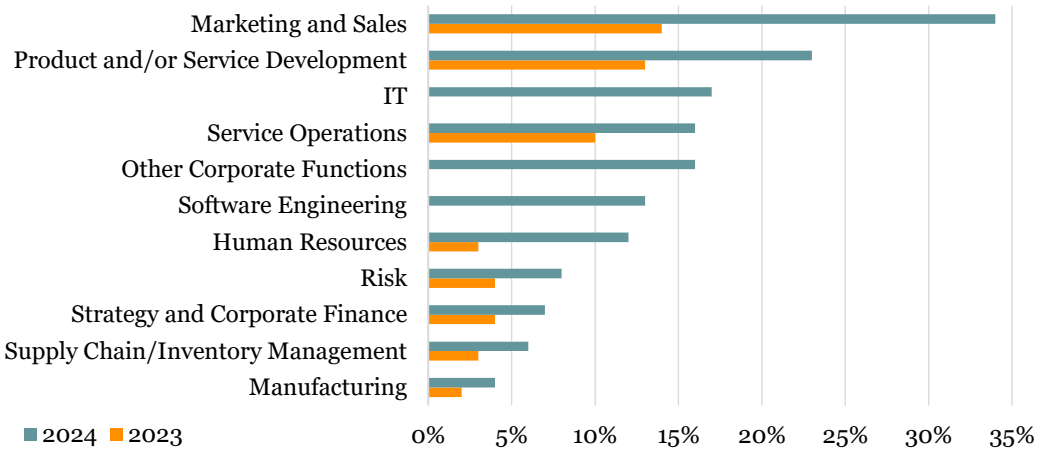


Figure 4: Adoption Rates of Generative AI Across Business Functions
Source: Singla et al. (2024), Chui, Yee, et al. (2023)

2.9 Artificial Intelligence in Marketing

Integrating AI into digital marketing has become a well-established practice. The 2010s saw a significant expansion in rich audience data, combined with increasing computing power, reduced computing costs, and advancements in machine learning algorithms and models (M.-H. Huang & Rust, 2021; I. Thomas, 2023). According to M.-H. Huang & Rust (2021), these developments enabled advertisers and publishers to segment customers into more precise categories, facilitating targeted campaigns and creative content. AI is

significantly transforming and redefining the market, influencing corporate capabilities to enhance customer experiences and the identity of individuals and groups. It impacts the development and proposition of new products and services and the evolution of consumer behavior. (Oberoi, 2023)

The integration of AI into marketing has fundamentally transformed both strategy and execution. As AI technologies have advanced, they have empowered marketers to leverage vast amounts of data, enabling more personalized customer experiences, increased efficiency, and improved decision-making. This section explores AI's significant role in shaping modern marketing, focusing on its practical applications, benefits, and the various classifications of AI systems that are now essential in the marketing landscape.

2.9.1 AI Applications in Marketing

AI has revolutionized how marketers analyze data, understand customer behavior, optimize campaigns, and personalize user experiences (Velev & Zlateva, 2023). Consequently, marketers must determine which AI technologies are most suitable for various marketing activities (M.-H. Huang & Rust, 2021). AI technology facilitates the creation of more personalized user experiences, enhancing engagement and loyalty (Abdulla & Hussain, 2024).

Additionally, AI's capabilities open new avenues for targeting the appropriate audience, delivering relevant content, and maximizing the effectiveness of marketing efforts (Velev & Zlateva, 2023). Many marketing teams today leverage AI to supplement traditional methods or to manage tasks that are more tactical and require less human oversight (Pathak & Sharma, 2022).

2.9.2 Benefits of AI in Marketing

A significant advantage of AI in digital marketing is its ability to process and analyze vast amounts of data with remarkable speed and accuracy (Velev & Zlateva, 2023). The data used in marketing is typically unstructured and exists in various forms and formats. AI algorithms can extract meaningful insights from diverse data sources, including customer demographics, browsing patterns, app usage, behavioral data, social media interactions, transactions, and purchasing history. This enables marketers to understand their audience better, identify trends, and make data-backed decisions to optimize marketing strategies. These sources encompass various formats, from textual data to video materials and images. (Ljepava, 2022; Velev & Zlateva, 2023)

AI offers a diverse array of applications in marketing, each yielding distinct advantages. According to Marketing Evolution (2022), these benefits include risk reduction, enhanced productivity, increased customer satisfaction, and expanded financial opportunities, though the quantifiability of these advantages often depends on the specific application.

Kaličanin Bojić et al. (2019) highlight that AI can analyze vast amounts of online data to uncover critical business insights, such as determining optimal pricing strategies to maximize sales, identifying the most effective marketing periods, and crafting compelling messaging. They also note that AI fosters the creation of more creative jobs and substantially benefits consumers. Additionally, Velev & Zlateva (2023) emphasize that AI empowers marketers to recognize patterns, predict future outcomes, and make proactive decisions, thus significantly enhancing marketing strategies.

2.9.3 Classification of AI Systems in Marketing

In a 2023 study, I. Thomas delineated four distinct categories of AI systems utilized in marketing. These categories include:

- **Classifiers** that address the fundamental question, *"What kind of thing is this?"*.
- **Predictors** focus on forecasting outcomes by asking, *"What is going to happen?"*.
- **Recommenders** guide subsequent actions by suggesting, *"This is what you should do next."*.
- **Generators** are designed to create new content or solutions.

Table 2 illustrates various AI use cases used in marketing, adapted from the classification by I. Thomas (2023), with additional references from Pathak & Sharma (2022) and Velev & Zlateva (2023).

Table 2: AI System Categories and Their Practical Marketing Applications

AI System Category	Marketing Application
Classifiers	Ad Targeting
	Automatic Speech and Image Recognition
	Creative Asset Classification
	Creative Whitespace Identification
	Customer Sentiment Analysis
	Lead Qualification
	Lookalikes
	Personalization
	Segmentation
Predictors	Bid Selection
	Business Forecasting
	Campaign ROI Prediction
	Churn Predictions

	Creative/Keyword Selection
	Customer Lifetime Value Prediction
	Customer Journey Mapping
	Dynamic Pricing and Revenue Management
	Email Marketing
	Media Mix Modeling
	Predictive Analytics
	Target Segment Selection
Recommenders	Cross-Sell/Up-Sell
	Product Recommendation
Generators	Automated Creative/Copy Generation
	Chatbots
	Content Localization
	Creative Classification and Feature Extraction
	Email Content Creation
	MarTech Integration Automation

2.10 Generative AI in Marketing

The marketing industry has undergone significant transformation with the advent of Generative AI. Numerous publications highlight the growing impact of Generative AI on marketing practices. Many studies examine tools like ChatGPT, which automates the creation of textual and visual content, as well as Generative AI models such as OpenAI's GPT-4, which enhances CRM systems. According to Robbert et al. (2023), this technological advancement has reshaped the relationship between marketers and technology, bringing new dynamics into marketing processes.

Generative AI introduces a wealth of opportunities for marketing innovation and efficiency. For instance, it can analyze and produce language in a human-like manner, making it invaluable for generating personalized and engaging content. Buckley (2023) notes that this feature is especially useful in designing targeted advertisements and promotional materials for specific demographics. While much of the existing literature focuses on how Generative AI can accelerate content creation and automate creative processes, its applications go beyond these areas, offering various other use cases in marketing (I. Thomas, 2023).

Integrating Generative AI into marketing represents a significant transformation, reshaping how marketers approach creativity, efficiency, and strategy. By leveraging advanced AI models, marketers can enhance content creation, personalize customer interactions, and streamline decision-making

processes. This section examines the various impacts of Generative AI in marketing, focusing on its adoption trends, applications, and implementation strategies. The goal is to provide a clear understanding of the opportunities and challenges posed by these technologies.

2.10.1 Statistics and Adoption Trends

Based on an online survey conducted by The Conference Board (2023) in June 2023, it has been found that AI is extensively utilized across various applications, including experimental purposes, by 87% of marketing professionals. These professionals predominantly view AI as a productivity enhancement tool. The primary applications of AI, including Generative AI, in marketing encompass personalization and customer service. Specific uses include summarizing content, performing preliminary research to inspire ideas, and accelerating content production, allowing more time for strategic and creative endeavors.

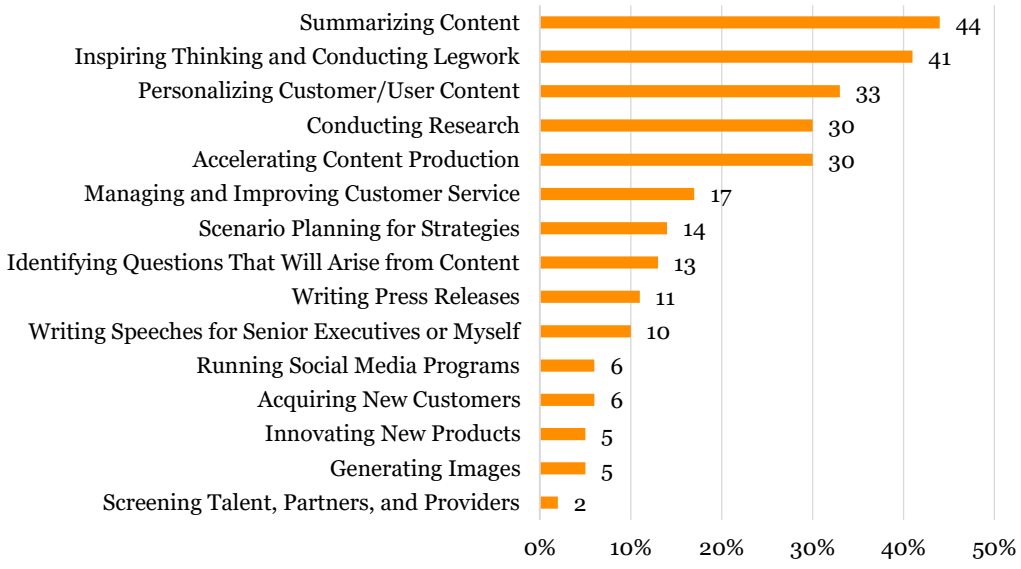


Figure 5: Primary Applications of AI in Marketing Activities
Source: The Conference Board (2023)

Notably, midlevel and junior marketers are leading the charge in integrating AI into their workflows, outpacing their senior counterparts. This trend positions these younger professionals as key influencers in the adoption and evolution of AI within their organizations (The Conference Board, 2023).

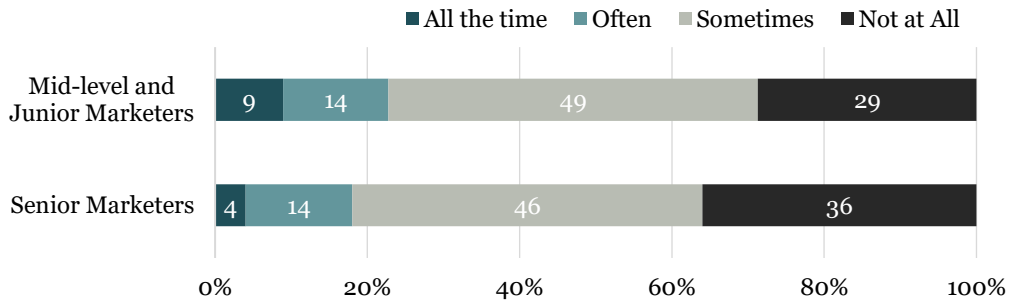


Figure 6: Frequency of AI Integration in Marketing Workflows by Seniority Level
Source: The Conference Board (2023)

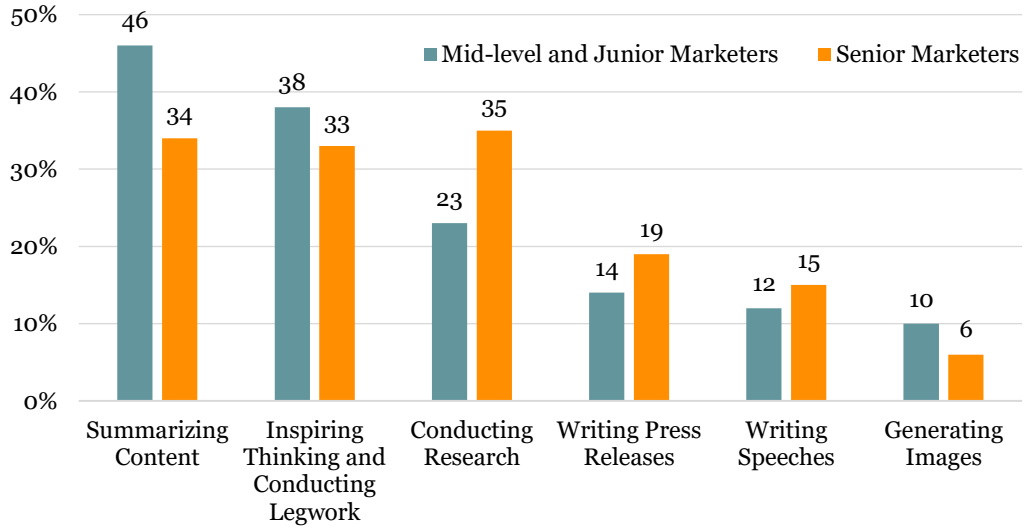


Figure 7: Comparison of AI Application in Marketing Tasks by Seniority Level
Source: The Conference Board (2023)

2.10.2 Applications of Generative AI in Marketing

Enhancing Marketing Strategy

A fundamental challenge for marketers is ensuring their strategies are effective. Traditional gap analyses by consultants are often costly, putting them out of reach for many businesses. Robbert et al. (2023) state that LLMs offer an affordable alternative by leveraging their knowledge of marketing principles and best practices. Marketers can use LLMs to evaluate their strategies against established standards, identifying strengths and weaknesses. By systematically assessing their plans, businesses can receive actionable recommendations and eliminate strategic blind spots, enhancing overall marketing efficacy.

Data Summarization

Robbert et al. (2023) also highlight the ability of LLMs to summarize and extract data, making them invaluable for marketing analysis. When a marketing executive joins a new organization, a high-level overview of existing data is crucial. LLMs provide a comprehensive summary, offering an impartial perspective that helps understand the current landscape without bias. This method complements traditional onboarding by ensuring a holistic and objective assessment of the organization's marketing strategies, facilitating more informed decision-making and strategic planning.

Recommenders

Generative AI models excel in recommendation tasks due to their core techniques. As noted by I. Thomas (2023), the creation of embeddings, a fundamental aspect of these models, proves highly beneficial in recommender systems. Embeddings enable the identification of similar items across various dimensions, such as product characteristics and customer profiles. This capability allows for the precise suggestion of products that align with user preferences or are frequently purchased together, enhancing the efficacy of recommendation systems.

Creative Classification and Feature Extraction

I. Thomas (2023) further emphasizes the rise of automated creative generation has introduced challenges, particularly in measuring the effectiveness of different advertisement variants used in campaigns. Traditionally, creative and media agencies have struggled to collaborate effectively to produce the necessary metadata for categorizing creative variants across multiple dimensions. Generative AI models, however, offer a solution with their ability to simplify complex textual, image, or video information. These models can generate structured metadata for creative assets, facilitating performance analysis. Notably, Generative AI models can perform attribute extraction post-hoc, using categories not initially considered, thereby enhancing the understanding of what makes specific content successful.

Streamlining Reporting Processes

According to Robbert et al. (2023), Generative AI significantly enhances the efficiency of reporting processes. Traditionally, report creation is time-consuming, often taking analysts many hours. AI can produce initial drafts in seconds, freeing analysts to focus on insights and action plans. This efficiency benefits both report producers and stakeholders by fostering better communication among team members, enabling them to focus on critical tasks rather than report preparations.

Generating Insights and Actionable Analysis

Robbert et al. (2023) also discuss how Generative AI can streamline the distinction between quantitative analytics and qualitative insights. For instance, it can convert high-level strategic advice into actionable steps, making abstract concepts more concrete. This capability helps transform broad directives into detailed project plans, ensuring that analytics teams can follow clear, practical steps.

Reducing Bias in Decision-Making

In decision-making, reducing personal bias is critical. Robbert et al. (2023) explain that Generative AI can mitigate these biases by providing objective analyses and recommendations. For example, it can highlight overlooked facts and forgotten tasks, ensuring a comprehensive evaluation, which promotes more evidence-based decision-making.

Enhancing Analytics and Productivity

Maintaining and enhancing analytics infrastructure involves repetitive, tedious tasks like data processing and cleaning, which many marketers can't fully automate due to a lack of coding skills. Generative AI can bridge this gap by automating these tasks, allowing analysts to focus on strategic activities and boosting productivity and efficiency in marketing analytics. (Robbert et al., 2023) Additionally, these tools can generate SQL or Python code to answer specific questions, which could enhance data literacy and usage within organizations. However, these tools can make errors, so specialist analytics personnel are still needed to prevent inaccuracies. (I. Thomas, 2023)

Generative AI can also boost productivity in marketing analytics, according to Robbert et al. (2023). Generative AI allows analysts to focus on strategic activities by automating repetitive tasks like data processing and cleaning. As noted by I. Thomas (2023), this is particularly useful when generating SQL or Python code for specific questions, which enhances data literacy and usage within organizations. However, human oversight remains crucial to avoid errors in these automated processes.

Trend Spotting and Adaptation

The fast-paced nature of marketing demands constant vigilance to capitalize on emerging trends. Robbert et al. (2023) emphasize that Generative AI tools can help marketers stay current with industry news and emerging topics, providing timely insights that offer a competitive edge. By staying ahead of trends, businesses can adapt their strategies proactively, maintaining their strategic advantage.

Localization of Advertising Content

I. Thomas (2023) points out that the current generation of LLMs demonstrates exceptional proficiency in machine translation for popular languages, with a growing understanding of idiomatic expressions. This capability makes them highly practical for localizing large-scale advertising content, particularly in straightforward contexts. Furthermore, image Generative AI models can produce localized visual variants for advertisements, aligning with regional preferences. Combined with the capacity to generate multiple text variants easily, these advancements enable brands to scale their international campaigns more effectively, adapting to each market or region's unique requirements.

Scalable Content Variation

Generative AI excels in producing varied content, particularly textual variations that convey the same information with differences in tone, length, and emphasis. However, as I. Thomas (2023) cautions, while these models excel in generating content, they may struggle with maintaining fidelity to reference assets like brand imagery. Supervision is often required to ensure adherence to brand guidelines and avoid potential violations.

2.10.3 Implementation Strategies

Generative AI holds significant potential for transforming consumer marketing. According to Harkness et al. (2023), at an individual company level, marketing campaigns that once required extensive content design, insight generation, and customer targeting can now be deployed within weeks or even days, often featuring large-scale personalization and automated testing. This technology enables marketers to simultaneously analyze and interpret text, image, and video data, thereby enhancing their understanding of innovation opportunities. Previously, the capability of Generative AI to deliver such granular personalization was unattainable. (Harkness et al., 2023)

However, as Robbert et al. (2023) highlight, the effective implementation of Generative AI in marketing requires a team with diverse skill sets, where stakeholders play a crucial role by providing valuable requirements and input that shape the desired outputs. Key roles include the prompt engineer, who is responsible for crafting the prompts that drive the Generative AI system. Effective collaboration and communication among team members, particularly between the prompt engineer and marketing stakeholders, are essential to ensuring that the prompts accurately reflect the project's requirements and objectives.

Robbert et al. (2023) emphasize further that a thorough understanding of the Generative AI system's capabilities and limitations is also critical. This knowledge is vital for assessing the project's feasibility and developing an

effective implementation strategy. For instance, understanding the context window of LLMs – the amount of data a model can process at one time – is crucial. The context window includes the prompt, data, and prior conversation data, which must be managed efficiently to maintain memory and context for specific tasks.

Additionally, Robbert et al. (2023) argue that efficient process management is pivotal for successfully implementing Generative AI in marketing analytics. By meticulously considering the generative model's requirements and establishing streamlined data management and communication processes, organizations can harness Generative AI's potential to derive invaluable insights and optimize their marketing strategies.

Before deployment, Robbert et al. (2023) recommend identifying and addressing regulatory challenges, particularly when handling sensitive information. They also advise adhering to brand guidelines to ensure that the generated content's tone, language, and presentation align with the organization's branding and image, mitigating the need for extensive editing and conserving valuable resources.

2.10.4 Stages of Integration

Harkness et al. (2023) outline three primary stages for integrating Generative AI into marketing:

- **Getting Started with Generative AI in Marketing**: Current uses of Generative AI in marketing primarily involve off-the-shelf pilots integrated into existing workflows. These initiatives provide immediate value by generating copy and images quickly, personalizing campaigns, and responding to customer feedback. They also help companies learn about Generative AI, build necessary capabilities, and free up employees for higher-level tasks. Generative AI has the potential to deliver quick value, unlike other technologies that require years of investment.
- **Customized Generative AI for Marketing**: While many companies develop use cases similar to those mentioned above, those seeking true differentiation are going further. They create unique, customized solutions by adapting off-the-shelf models to smaller, task-specific data sets. This approach can yield exponential improvements in customizing everything from campaigns to products. Fine-tuning existing Generative AI models with proprietary data, such as brand guidelines or historical marketing campaign creatives, allows for generating bespoke content. These semi-custom solutions can be regularly updated with new data and continuous learning, enhancing a company's competitive advantage.

- **Transforming Marketing with Generative AI**: Beyond using off-the-shelf tools and customized solutions, companies should envision what a fully transformed marketing function with Generative AI would entail. In the future, Generative AI could assist in nearly all marketing tasks. For instance, marketers might begin copywriting with a Generative AI draft or start research with inputs from Generative AI. However, it is crucial to establish guardrails to protect personally identifiable information, avoid improper use of copyrighted materials, and mitigate other risks. This future aims to deliver unique high-profile customer experiences that significantly drive growth, such as hyper-relevant email marketing campaigns, chatbots creating customized beauty routines, or meal plans tailored to a family's dietary needs.

In conclusion, the strategic implementation of Generative AI in marketing requires careful planning, diverse expertise, and continuous collaboration. By understanding the technology's capabilities and limitations, managing processes efficiently, and addressing regulatory concerns, organizations can leverage Generative AI to transform their marketing strategies and achieve substantial competitive advantages. (Harkness et al., 2023; Robbert et al., 2023)

According to Harkness et al. (2023), companies should consider developing a three-tiered team structure to ensure the successful implementation of a Generative AI strategy:

- **The first tier** should comprise an action office responsible for overseeing and coordinating the strategy and execution of various initiatives.
- **The second tier** should consist of cross-functional pods tasked with developing and deploying individual use cases.
- **Lastly, the third tier** should include a technical foundation team maintaining a stable and secure platform for building these use cases.

Marketers are increasingly enthusiastic about the potential of Generative AI to revolutionize their work. However, many still feel unprepared to fully leverage this technology, with 43% indicating uncertainty about maximizing its value. (Salesforce, 2023) Given the rapid advancements in AI, professionals must update their knowledge continuously. Engaging in structured peer exchange groups or informal learning opportunities can help marketers stay abreast of the latest developments and best practices. (The Conference Board, 2023)

Figure 8: Methods Marketers Use to Learn About AI and Generative AI
Source: The Conference Board (2023)

2.10.5 Evaluating the Effectiveness of Generative AI Implementation

Robbert et al. (2023) emphasize that evaluating the performance of Generative AI in marketing represents a critical aspect of its application. Organizations must engage a subject matter expert to review and verify the accuracy of the AI outputs, ensuring effective system functionality. This evaluation necessitates a comprehensive understanding of the underlying technology and its inherent limitations.

For instance, Robbert et al. (2023) note that an organization deploying a custom in-house model may focus on highly technical performance metrics, such as perplexity – indicative of the language variety generated – alongside factual accuracy. Additionally, the performance of Generative AI systems is gauged by their cost savings. A system that can generate accurate and valuable outputs rapidly and efficiently is considered successful. In contrast, if the generated output demands substantial time and effort for modification or rewriting, it may not represent an effective allocation of resources.

2.11 AI Challenges

Although AI and Generative AI holds significant potential to revolutionize the marketing industry by providing new opportunities, especially in an automated creative generation, their applications extend to broader benefits such as marketing analytics, pattern identification, future result prediction, and proactive decision-making in marketing. However, critical considerations must be addressed for organizations that leverage this technology effectively. (Robbert et al., 2023; I. Thomas, 2023; Velev & Zlateva, 2023)

Organizations utilizing AI and Generative AI technologies must prioritize data security, data privacy, and ethical considerations. The associated risks encompass data management concerns such as data privacy, bias, intellectual property infringement, and model management issues, including inaccurate outputs, lack of explainability, transparency, and fairness. Another significant category of risk involves security and improper usage. Additionally, the infrastructure required for Generative AI demands substantial resources and is linked to high energy consumption. Organizations must adopt comprehensive measures to mitigate potential reputational or legal risks when deploying AI technology. (Rosário, 2024; Singla et al., 2024; Velev & Zlateva, 2023)

According to a survey by Singla et al. (2024), respondents are increasingly aware of the relevance of inaccuracy and intellectual property infringement to their use of Generative AI, compared to 2023. Inaccuracy, which affects various use cases across the Generative AI value chain – from customer journeys and summarization to coding and creative content – is a risk that organizations are actively working to mitigate. Furthermore, approximately half of the respondents view workforce and labor displacement as relevant risks, yet there has not been a corresponding increase in efforts to address these concerns.

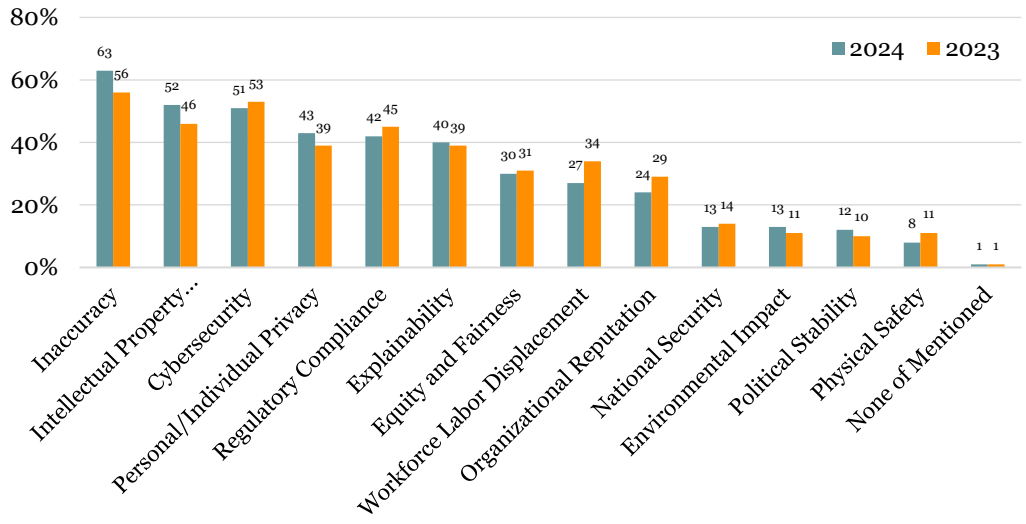


Figure 9: Perceived Risks of Generative AI Adoption by Organizations
Source: Singla et al. (2024)

This section examines the critical challenges of adopting AI and Generative AI in marketing. It addresses issues such as data quality and quantity, fairness and ethical considerations, transparency and explainability, security, safety, disinformation risks, effective implementation, customer privacy, GDPR compliance, and the implications of the European Union's AI

Act. Organizations must understand these challenges to leverage AI technologies effectively while mitigating potential risks.

2.11.1 Data Quality and Quantity

Among the critical risks associated with AI and Generative AI is the paramount importance of data quality. Poor data quality can result in fundamentally flawed analyses by AI systems, particularly in digital marketing, where data is often biased, unethical, or low quality. These deficiencies can lead to inaccurate predictions and decisions, yielding misleading insights. (Robbert et al., 2023; Velev & Zlateva, 2023)

Also, the quantity of data is another challenge, as large datasets are crucial for training AI algorithms and making accurate predictions. Insufficient data can compromise prediction accuracy and hinder content personalization efforts. AI algorithms depend heavily on the quality of the data they process; hence, incorrect or biased data can lead to incorrect results, damaging customer experience and eroding trust in the brand. (Velev & Zlateva, 2023)

Ensuring the underlying data's accuracy and integrity through the careful configuration of analytic systems and ongoing monitoring is essential to mitigate this risk. So, the data is subjected to regular audits and updates. This involves establishing correct channel groupings to prevent a fragmented view of customers and maintaining the data's accuracy over time (Robbert et al., 2023; Velev & Zlateva, 2023).

2.11.2 Fairness and Ethical Considerations

The notion of fairness in AI highlights the importance of designing systems that promote equity and avoid biases or discrimination toward any individual or group. Achieving this requires considering all stakeholders' varying needs and contexts impacted by AI technologies. Fairness is not limited to technical considerations; it also encompasses broader social principles related to justice and equality. For example, if a deep learning model is trained on data reflecting inherent biases, it can perpetuate societal inequalities, reinforce stereotypes, and generate discriminatory outcomes. (Maslej et al., 2024; Velev & Zlateva, 2023)

AI systems also present numerous ethical challenges, including their potential for manipulation and the blurred lines between AI-generated and human-written content, which complicate originality and authorship. These issues significantly impact academic integrity and intellectual property. Additionally, AI models often fail to recognize human creative contributions adequately. The risk of unintentional disclosure of personal data necessitates stringent privacy measures. As Generative AI technologies advance, it is crucial to address these ethical concerns to mitigate potential risks. (Rosário, 2024)

According to Rosário (2024), AI systems present numerous ethical challenges, including their potential for manipulation and the blurred lines between AI-generated and human-written content, which complicate issues of originality and authorship. Rosário also highlights that these issues significantly impact academic integrity and intellectual property. Furthermore, Rosário (2024) notes that AI models often fail to recognize human creative contributions adequately. The author stresses the importance of stringent privacy measures due to the risk of unintentional disclosure of personal data. As Generative AI technologies advance, it is crucial to address these ethical concerns to mitigate potential risks.

2.11.3 Transparency and Explainability

Current AI systems often surpass human performance on standard benchmarks, yet they encounter substantial challenges, particularly in handling factual information, performing complex reasoning, and providing transparent explanations for their conclusions. According to Maslej et al. (2024), AI reasoning involves the ability to derive logically valid conclusions from various types of information. While AI systems have achieved significant progress in areas such as image classification, visual reasoning, and English language comprehension, they still struggle with more complex tasks like competition-level mathematics, visual commonsense reasoning, and strategic planning.

One of the critical challenges with advanced AI models, especially deep learning systems, is the lack of transparency and explainability. These models often function as black boxes, meaning their internal workings are non-transparent to developers and end-users, including those in marketing. This opacity makes it difficult to understand how inputs are transformed into outputs, limiting the ability to explain the system's decisions to non-experts. (Maslej et al., 2024)

Furthermore, a common issue in AI development is the trade-off between model performance and interpretability. Complex models, such as deep learning systems, tend to offer superior performance in predictive accuracy but are often less interpretable than simpler models, like decision trees. This trade-off creates a dilemma for developers who must choose between high-performing but opaque systems and more transparent, though potentially less accurate, alternatives. As a result, this lack of interpretability can lead to mistrust and accountability issues, ultimately hindering AI's adoption in decision-making processes. (Maslej et al., 2024; Velev & Zlateva, 2023)

2.11.4 Security, Safety, and Disinformation Risks

The security and safety of AI systems have generated significant debate, especially regarding the potential for extreme or catastrophic risks posed by advanced AI systems. According to Maslej et al. (2024), some researchers focus on mitigating current risks, such as algorithmic discrimination, while others emphasize the need to prepare for more severe risks, such as existential threats posed by AI. Given the uncertainties surrounding future risks, they argue that responsible AI development is essential to address present dangers and monitor potential future threats effectively.

Maslej et al. (2024) further highlight the dual-use nature of AI, particularly in foundation models, which can be employed for both beneficial and malicious purposes. They note that AI has the potential to significantly enhance the sophistication, adaptability, and stealth of cyberattacks, making them harder to detect and prevent. As AI systems become more advanced and widespread, the focus on identifying and addressing security vulnerabilities has intensified. This includes concerns over various attacks, from prompt injections to model leaks.

One of the primary concerns surrounding AI's societal impact is its role in amplifying the spread of disinformation and influencing political and marketing processes. While disinformation is not new, AI has drastically enhanced its scale and precision. The development of deepfake technologies since the 2020 U.S. elections has aggravated the problem, enabling more convincing audio and video content manipulation. Maslej et al. (2024) discuss a pertinent example from Slovakia's 2023 parliamentary election, where an AI-generated audio clip falsely attributed to Michal Šimečka, leader of the Progressive Slovakia party, circulated during an election blackout period. This incident highlights AI's growing challenge to democratic processes by complicating efforts to combat false information.

2.11.5 Effective Implementation

As noted by Overgoor et al. (2019), distinguishing between good and poor applications is a critical challenge in effectively leveraging AI. Managers must first clearly define their objectives and establish performance metrics. They also need to thoroughly understand the data fed into the AI system, including its origins, collection methods, and descriptions. This comprehensive knowledge enables the identification of relevant variables that align with the objectives. Subsequent steps involve cautious data preparation, including variable selection and cleaning, followed by model development and evaluation to ensure the AI meets the predefined goals. Ultimately, deploying the AI solution should aim to enhance business value.

Another significant challenge, according to Robbert et al. (2023), is the indispensable role of subject matter experts in providing contextual insights

and validating AI-generated outputs. While AI systems can yield valuable recommendations, they cannot substitute the nuanced understanding of human analysts familiar with the organization's unique circumstances. They argue that although AI suggestions might be theoretically sound, they may not always be practical or actionable within a business context. For instance, an AI might propose increasing paid advertising spend, but the organization may not have the necessary budget at that time.

2.11.6 Customer Privacy and GDPR Compliance

Customer privacy remains a significant concern in digital marketing, especially when AI algorithms utilize customer data for predictions or personalized content, potentially compromising privacy and trust. To address this, organizations must establish and enforce clear guidelines on data sharing with third parties and consider alternatives like in-house AI models for handling sensitive information. Companies utilizing third-party services, such as public cloud platforms or SaaS products, must ensure these services comply with, for example, the European General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA). These entities, as data processors, bear the responsibility to securely store and process data, maintain it appropriately, and facilitate its retrieval or deletion upon request by data subjects (Robbert et al., 2023; I. Thomas, 2023; Velev & Zlateva, 2023).

Generative AI models, increasingly used for content creation and automated decision-making, face additional regulatory challenges, particularly concerning advertising standards and copyright laws. According to I. Thomas (2023), using Generative AI models to produce multiple advertising variants, especially when incorporating contextual or customer data, poses risks of misleading claims, such as promoting services unavailable in certain areas or misrepresenting product attributes. Regulatory bodies, such as the UK's Advertising Standards Authority, are enhancing their machine-learning capabilities to detect such issues at scale. Additionally, I. Thomas (2023) highlights that compliance with copyright laws presents challenges for organizations using Generative AI-generated content, as they might face legal risks if the content closely resembles copyrighted works, potentially leading to accusations of plagiarism.

2.11.7 The European Union's AI Act and Its Implications

Following its proposal in April 2021 and subsequent discussions with multiple stakeholders, the European Union's Artificial Intelligence Act (EU AI Act) will come into force on August 1, 2024. This Act represents the world's first comprehensive legislative framework for AI, aiming to establish clear guidelines for developing and using AI technologies. The Act ensures that AI systems are safe, transparent, and aligned with EU fundamental rights and freedoms standards. (Madiega, 2024; Saidot, 2024)

The AI Act categorizes AI systems based on a risk-based approach, assigning different requirements and obligations. AI systems posing unacceptable risks are banned, while high-risk AI systems, which can affect health, safety, or fundamental rights, are permitted under stringent conditions to access the EU market. These systems must meet requirements related to risk management, technical robustness, and human oversight. Systems with limited risk, like chatbots and deepfakes, face transparency obligations. Minimal-risk systems, such as spam filters, have no additional obligations. The Act targets AI providers and deployers within the EU and extends to those outside the EU whose AI outputs are used within the EU, excluding military and research applications. (Madiega, 2024)

According to a survey conducted in March 2024 by the Finnish company Saidot, 62% of companies view the EU AI Act positively, 35% remain neutral, and 3% are negative. Additionally, the survey revealed that a significant proportion of organizations in the Netherlands (41%), Germany (37%), and France (37%) are not currently engaging with high-risk AI use cases. In contrast, 75% of companies in the United Kingdom reported utilizing AI for high-risk applications.

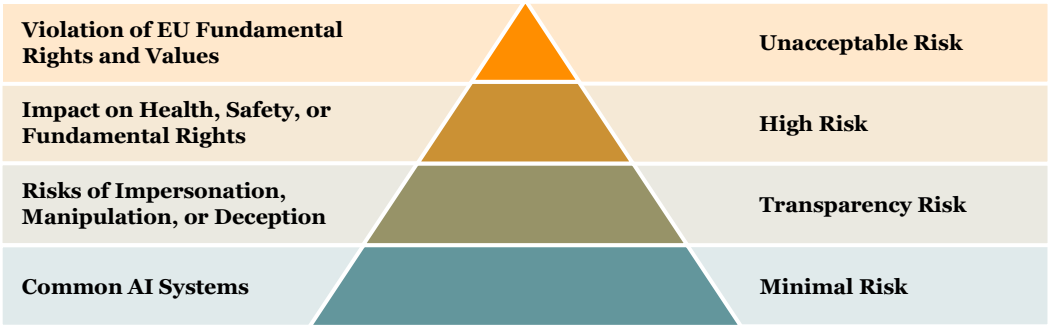


Figure 10: The Regulatory Framework Defines Four Levels of Risk for AI Systems
Source: European Commission (2024)

2.12 Productivity and Economic Growth

The global economy relies on productivity to maintain competitiveness, with productivity growth serving as a key indicator of long-term prosperity and welfare. Labor productivity, defined as the ratio of gross domestic product (GDP) to total hours worked, is enhanced by increased capital per worker, workforce education and experience, and technological advancements. Enhanced productivity enables firms to produce more or higher-quality goods and services with the same resources, reducing production costs and potentially expanding their market presence, which may lead to higher employment to meet rising demand. (Baily et al., 2023; Chui, Hazan, et al., 2023; Hazan et al., 2024)

Emerging technologies, particularly Generative AI and tools like ChatGPT, significantly boost worker productivity and innovation rates. As a general-purpose technology, AI's impact spans numerous industries, necessitating new skill investments, transforming business processes, and reshaping the nature of work. AI's broad applicability and transformative potential suggest a substantial acceleration in economic growth. (Baily et al., 2023)

A report by Goldman Sachs Research (2023) estimates that Generative AI could potentially increase global GDP by 7%. This projection aligns with the analysis by Baily et al. (2023), who examine various AI applications and their impact on cognitive workers. However, they highlight the uncertainty surrounding AI's ultimate productivity and growth impacts, emphasizing the technology's potential.

One primary channel through which AI enhances productivity is by increasing the efficiency of output production. AI boosts cognitive workers' productivity, leading to higher output levels. This task complementarity can enhance productivity in tasks not fully automated, potentially increasing the marginal product of labor. For instance, AI may automate certain subtasks, allowing workers to specialize and enhance productivity in other job aspects. (Acemoglu, 2024; Baily et al., 2023)

The second crucial channel is accelerating innovation, leading to sustained productivity growth. Enhanced productivity in one sector can stimulate job growth in related industries, with cognitive workers contributing to current output and technological advancements, which are critical for future productivity. Efficient cognitive workers expedite technological advancements, thus perpetually enhancing productivity growth. This increased productivity can address labor market challenges, enable more output in tight talent markets, drive economic growth, and create higher-paying jobs that offer opportunities for human capital development. (Baily et al., 2023; Hazan et al., 2024)

Productivity growth is a fundamental driver of long-term economic prosperity and societal welfare. The advent of emerging technologies, notably Generative AI, holds the potential to enhance productivity across various sectors significantly. This section examines historical perspectives on productivity to contextualize current developments. It then explores the theoretical impacts of Generative AI, assesses its practical applications in boosting workplace efficiency, and addresses the challenges of measuring productivity and implementing AI in cognitive labor. The literature review aims to comprehensively understand how Generative AI can shape future economic growth.

2.12.1 Historical Perspectives on Productivity

The primary determinant of long-term prosperity and welfare is the rate of productivity growth, defined by the amount of output generated per hour worked. However, changes in productivity are not immediately perceived by all workers, as short-term economic perceptions are influenced by business cycles. A larger economic output does not guarantee an equitable distribution of benefits. The productivity gains from Generative AI may coincide with significant job market disruptions, potentially exerting downward pressure on wages for many workers, especially those in routine tasks previously shielded from automation. (Baily et al., 2023; Noy & Zhang, 2023)

Historically, before the Industrial Revolution, skilled artisans created goods by hand, requiring extensive procedural expertise and expert judgment. This artisanal craftsmanship, though highly valued, was ultimately overshadowed by mass production in the 18th and 19th centuries. Mass production divided complex tasks into simpler, mechanical steps, leading to significant productivity gains but often at the expense of worker conditions and specialized expertise. Under harsh and low-paid conditions, artisans' intricate work was replaced by factory labor, often involving children and women. (D. H. Autor, 2024; Brynjolfsson et al., 2024; Hounshell, 1984)

The rise of mass production led to a shift in the labor market, but it was not without social and economic disruption. The mechanization of production faced resistance from skilled workers, such as the Luddites in the 19th century, whose fears of technological displacement were well-founded. Although industrial innovations eventually improved productivity, it took decades for working-class living standards to rise. The benefits of these technological advancements were realized through social and political struggles, leading to improved education and labor conditions and ultimately fostering a new middle class with access to industrial-era luxuries. (D. H. Autor, 2024; Baily et al., 2023)

The Information Age, driven by digital computer innovations from World War II, further transformed the labor market by automating routine cognitive and manual tasks. This era diminished the demand for mass expertise and heightened the value of elite expertise, characterized by higher education and specialized skills. While computers democratized access to information, they also concentrated decision-making power among a minority of highly educated professionals, contributing to economic inequality by displacing middle-skill jobs and relegating less educated workers to low-paid service roles. (D. H. Autor, 2024; D. H. Autor et al., 2003)

Automation has significantly influenced wage structures, particularly in industries experiencing rapid technological advancement. Between 50% and 70% of wage changes in the US over the past four decades can be attributed

to automation, which has exacerbated income inequality. The decline or stagnation in real wages for routine task workers and the concentration of decision-making power among elite experts underscores the complex relationship between technological progress and economic disparity. As Generative AI continues to evolve, it is crucial to address these challenges to ensure equitable distribution of productivity gains. (D. H. Autor, 2024; Baily et al., 2023)

2.12.2 Theoretical Impact of Generative AI on Productivity

The sluggish growth of the economy, paired with the outsized profits generated by technology companies, has led to increasing doubts about whether digital technologies benefit the broader economy. In recent decades, three key factors have significantly shaped income distribution patterns. First, a noticeable income shift has occurred from labor to corporate profits. Second, the value placed on particular skills in the workforce has risen, often resulting in higher returns for educational attainment. Third, competition from international markets has intensified. (Baily et al., 2023; Cravino & Sotelo, 2019; Lastunen, 2021)

These shifts have profound consequences, influencing economic efficiency and the distribution of wealth as well as political dynamics and societal rights. Most modern jobs are not simply legacy roles that have avoided automation; instead, they represent entirely new fields that have emerged due to technological advancements. (D. Autor et al., 2024; D. H. Autor, 2024)

Eloundou et al. (2023) found that 80% of the US workforce could have at least 10% of their tasks impacted by LLMs, with 19% of the workforce seeing 50% affected. Access to LLMs could expedite 15% of tasks while maintaining quality. When incorporating LLM-based tools, this could rise to 47-56%, indicating a significant economic impact. As general-purpose technologies, LLMs have broad economic, social, and policy implications, potentially affecting all wage levels and exposing higher-income jobs more to LLMs' capabilities.

The effect of Generative AI on labor demand depends on whether these technologies primarily replace human labor or work alongside it. When AI systems entirely automate most tasks within a job, substitution occurs, reducing the need for human involvement. On the other hand, when AI automates smaller tasks, humans remain integral, allowing these technologies to complement human labor. Additionally, AI can augment labor by enabling new types of tasks or improving the overall quality of existing ones. (Baily et al., 2023)

If automation technologies predominantly displace human workers, they could increase unemployment, with minimal or no positive impact on aggregate productivity, primarily redistributing the income from workers to

capital owners. However, if AI complements human labor, it can generate widespread benefits, such as increased productivity, higher wages, and lower consumer prices, benefiting workers, capital owners, and consumers. (Noy & Zhang, 2023)

Generative AI tools like ChatGPT could replace some writers, such as grant writers or marketers, by automating tasks like creating grant applications and press releases. Alternatively, it could boost productivity by drafting initial document versions, expanding demand, increasing employment and wages, and lowering consumer prices. The impact on inequality among workers is uncertain: it could decrease if lower-ability workers benefit more or increase if higher-ability workers leverage the technology better. (Noy & Zhang, 2023)

Effective automation can enhance productivity and generate employment opportunities. Conversely, poor automation suppresses employment growth, fails to improve productivity significantly, and leads to adverse distributional impacts. (Brynjolfsson et al., 2024) While AI poses significant risks to labor markets, it does not predict a future without jobs. The primary concern is the erosion of expertise, leading to labor becoming generic and undervalued, with most wealth accruing to the owners of AI patents. However, AI also presents a unique opportunity to enhance the relevance and value of human expertise. By supplementing rather than displacing human expertise, AI can save time through automation while boosting quality through augmentation. (D. H. Autor, 2024)

Berg et al. (2024) outline a framework that classifies the impact of AI on occupations into four distinct quadrants: Assist, Transform and Optimize, Augment and Hybridize, and Replace and Automate. This categorization provides strategic insights into AI's potential roles in supporting, transforming, or completely automating various tasks, offering valuable guidance for workforce planning and adaptation.

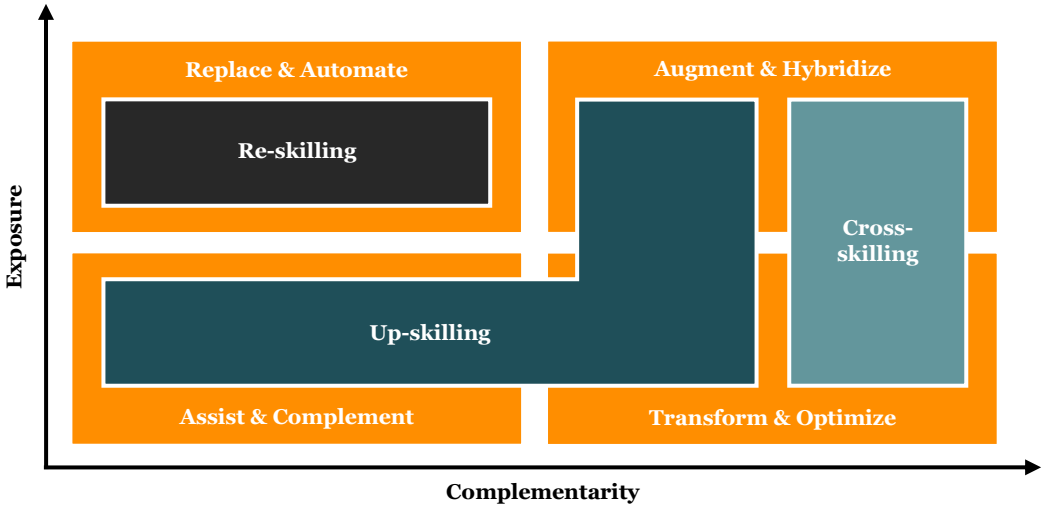


Figure 11: AI Impact on Workforce and Skilling Strategies
Source: Berg et al. (2024)

Further research is necessary to understand AI's impact on the labor market fully. However, current findings suggest that careful consideration is required when adopting AI technology. (Brynjolfsson et al., 2024) The deployment of AI and the subsequent winners and losers will depend on the collective and conflicting choices of industry, governments, foreign nations, non-governmental organizations, universities, worker organizations, and individuals. (D. H. Autor, 2024)

2.12.3 Generative AI's Impact on Practical Applications

Generative AI is demonstrating measurable enhancements in workplace productivity across various roles. However, the impact on real-world workflows is more complex than laboratory studies suggest. Productivity improvements, particularly regarding time efficiency and accuracy, differ significantly depending on the specific role, function, and organization. Varying levels of adoption and utilization also shape the extent to which Generative AI influences productivity. Preliminary research indicates that Generative AI may alter the cognitive demands associated with task completion. (Jaffe et al., 2024)

A study by Dell'Acqua et al. (2023) indicated that consultants with access to GPT-4 experienced notable improvements in their productivity, speed, and quality of work. Specifically, productivity representing task completion increased by 12.2%, speed by 25.1%, and quality by 40% compared to a control group lacking AI access. Also, two distinct working styles emerged: one group divided tasks between themselves and the AI, while the other fully integrated AI into their workflow.

Korinek (2023) extrapolated from 25 use cases, suggesting that economic researchers who utilize LLMs to automate micro tasks could significantly boost productivity. Further research by Baily et al. (2023), co-authored by Korinek, specified that economists could become 10-20% more productive by integrating LLMs into their work processes.

An examination of ChatGPT's impact on midlevel professional writing tasks revealed substantial efficiency gains. The average task completion time decreased by 40%, and output quality improved by 18%. This Generative AI tool notably enhanced the performance of lower-ability workers and reduced time expenditure across all skill levels. Using ChatGPT reduced worker inequality, and the workers were likelier to adopt it. However, some non-users cited the AI's lack of context-specific knowledge as a limitation. (Noy & Zhang, 2023)

In a controlled experiment involving GitHub Copilot, an AI pair programmer, software developers completed a coding task 55.8% faster when assisted by the AI. While the success rate for the AI-assisted group was higher, it was not statistically significant. Also, the participants estimated a 35% productivity increase, underestimating the actual 55.8% gain observed. The study emphasizes the potential for AI to aid in transitioning into software development careers, although further research is needed to generalize these findings across various tasks and coding languages. (Peng et al., 2023)

Research by Brynjolfsson et al. (2023) demonstrated that customer support agents using AI tools resolved issues 14% more efficiently, with novice and low-skilled workers seeing a 34% improvement. The AI assistance also enhanced customer sentiment, improved employee retention, and fostered worker learning. These findings suggest that Generative AI can significantly boost productivity, although the effects vary considerably among workers.

Researchers conducted a comprehensive, large-scale, randomized, controlled trial to evaluate the impact of Copilot for Microsoft 365 on productivity across more than 60 organizations and 6,000 employees. This study, notable for its extensive scope, focused on the real-world application of Generative AI tools embedded within platforms such as Word, Excel, and Outlook. The results revealed that Copilot users processed 11% fewer emails and dedicated 4% less time to email-related tasks, with some organizations experiencing reductions of up to 25%. Furthermore, these users generated and edited 10% more documents, with some cases reporting increases as high as 30%. (Jaffe et al., 2024)

In another study centered on 147 seasoned security professionals utilizing Copilot for Security, participants demonstrated a 7% improvement in accuracy on multiple-choice assessments, and 49% more critical information was included in their incident reports. Notably, the quality-adjusted

completion times increased by 23%, underscoring that Copilot enhances performance without compromising accuracy, even for those with advanced expertise. (Jaffe et al., 2024)

Further research on deploying a licensing chatbot in sales, trained on Microsoft's licensing policies, yielded substantial performance improvements. Microsoft sellers with chatbot access completed multiple-choice questions 39% faster and with 25% greater accuracy. Moreover, for open-ended inquiries, the speed, accuracy, and overall quality improvements ranged from 34% to 56%, suggesting the chatbot's potential to streamline sales processes and positively influence revenue and customer satisfaction. (Jaffe et al., 2024)

The role of language in the impact of Generative AI on productivity was also examined. In a study involving Japanese speakers reviewing meetings conducted in English and Japanese, those using Copilot Meeting Recap achieved a 16.4% improvement in accuracy on multiple-choice questions for English-language meetings, with their performance exceeding that of reviews conducted in their native language. (Jaffe et al., 2024)

Another study involving 40 Microsoft employees tasked with creating a sales report in Word using data from Excel found that those with access to Copilot reported significantly lower levels of mental demand, stress, and time pressure, with perceived mental demand scores of 30 out of 100 compared to 55 for the control group. However, despite these perceived benefits, no significant difference was observed in cognitive load as measured by the Stroop test, indicating that while Copilot made the task subjectively easier, it did not affect participants' capacity to perform subsequent tasks. (Jaffe et al., 2024)

2.12.4 Productivity Measurement and Generative AI Implementation Challenges in Cognitive Labor

The productivity of cognitive labor poses significant measurement challenges. Statisticians compiling GDP and productivity statistics often approximate the output of cognitive activities by correlating it directly with labor input, thus disregarding potential productivity gains. Baily et al. (2023) highlight that Generative AI allows economists to produce more insightful analyses, which, while not reflected in GDP figures, enhance economic understanding and inform better decision-making by business leaders and policymakers. Although these improvements are not captured in official statistics, they contribute to greater social welfare, a silent productivity growth phenomenon. According to Baily et al. (2023), this likely affects many cognitive workers across various sectors, leading to substantial under-measurement of productivity advancements.

When machines closely imitate human actions, they become economic substitutes for labor, which tends to drive down wages. Brynjolfsson et al. (2024) and Hazan et al. (2024) describe this predicament as the Turing Trap,

where workers lose economic power and political influence, limiting their ability to reverse their circumstances. They argue that merely replicating human tasks with machines confines progress to current human capabilities. A critical aspect of the Turing Trap is the misalignment of incentives among technologists, entrepreneurs, business leaders, and policymakers. These groups must make significant decisions regarding how much they embrace technological advancements and invest in training and redeploying workers for future roles.

Acemoglu (2024) explores the complexity of training AI models, noting that the challenge lies in mapping actions to desired outcomes. This could hinder early automation efforts and the effective human-complementary use of AI. The slow learning process may delay anticipated productivity gains. Furthermore, achieving human complementarity with AI is difficult because insufficient information about desired outcomes could prevent AI from surpassing human performance or generating new complementarities and insights.

LLMs and other forms of Generative AI are still relatively new, making it difficult to accurately predict their productivity impacts (Baily et al., 2023). A significant challenge lies in figuring out how to generate revenue from increased productivity. Defining revenue generation plans from the beginning is crucial to capturing the value of productivity improvements. While launching pilots is relatively straightforward, scaling them to create meaningful value is difficult due to the extensive changes required in work processes. (Lamarre et al., 2024)

The rise in productivity driven by AI advancements will also bring significant challenges, requiring adjustments to social programs and tax policies to address the potential negative impacts on workers. It will be critical to ensure that the economic gains from AI are distributed equitably, preventing a disproportionate accumulation of wealth. Baily et al. (2023)

Finally, Berg et al. (2024) address the uneven investment in and adoption of AI, which they argue could contribute to widening global inequalities. High-income regions are poised to gain disproportionate benefits from automation, while lower-income areas, particularly in Africa and Asia, risk being marginalized. They highlight the pronounced potential for job displacement among women, especially those in clerical positions, as shown in Figure 12. Nevertheless, Berg et al. (2024) also point out that a significant portion of global employment shows potential for augmentation rather than full automation, suggesting productivity gains across various regions, as shown in Figure 13.

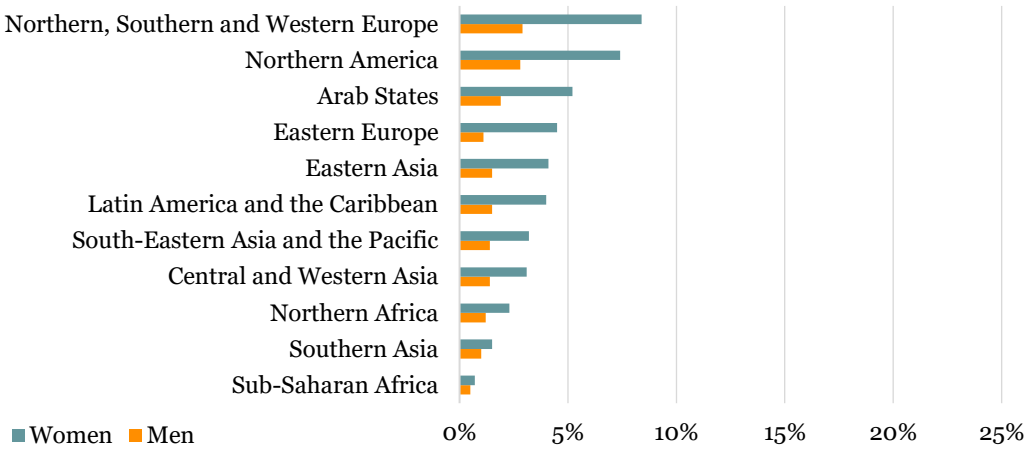


Figure 12: Gender Disparities in Potential Exposure to Automation by Region
Source: Berg et al. (2024)

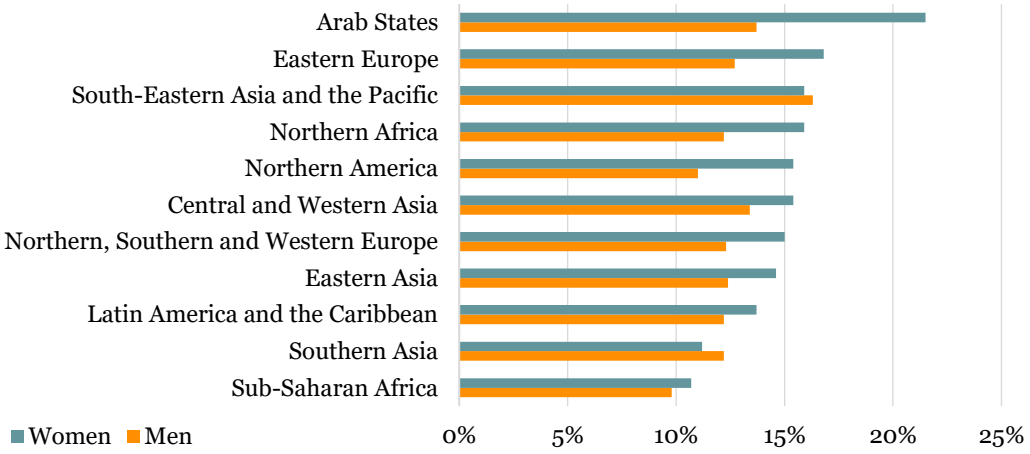


Figure 13: Gender Disparities in Potential Exposure to Augmentation by Region
Source: Berg et al. (2024)

2.13 Summary

Marketing productivity remains a pivotal concern for organizations seeking sustainable growth. Yet, traditional approaches often fixate on resource input and immediate financial returns, neglecting the broader value created through long-term brand equity, customer relationships, and innovation Rust et al. (2004). The literature underscores challenges in assessing marketing productivity, such as balancing short-term and long-term effects, isolating marketing's impact from other business functions, and integrating financial and non-financial metrics. This necessitates a shift from a narrow input-output focus to a more holistic perspective that considers the multifaceted value marketing can generate.

Generative AI emerges as a transformative solution to enhance marketing productivity by enabling efficient processes, personalized customer engagement, and innovative content creation. By leveraging Generative AI, organizations can move beyond merely quantifying expenditures to understanding and amplifying the value created across various marketing dimensions. However, many companies face obstacles in implementing these technologies due to a lack of accessible information and guidance, often feeling overwhelmed and uncertain about where to begin.

This study addresses these challenges by providing a solid foundation of knowledge on Generative AI implementation in marketing. By synthesizing existing research and offering practical insights, the study aims to assist organizations in navigating the complexities of adopting Generative AI. The empirical part will focus on identifying effective use cases, developing an evaluation framework, and understanding critical considerations for integration, ultimately enabling companies to harness Generative AI's full potential to boost marketing productivity and create lasting value.

3 Methodology

The methodology outlines the systematic approach adopted to explore the integration of Generative AI into the case company's marketing processes. The chapter begins with a company overview and discusses the challenges and opportunities of implementing Generative AI (Section 3.1). It then details the research design and methodological approach (Section 3.2), followed by a description of the data collection methods, including a literature review and interviews with marketing professionals (Section 3.3). Data analysis techniques are explained (Section 3.4), leading to the evaluation of Generative AI use cases (Section 3.5). Finally, the synthesis of insights and ethical considerations are presented (Section 3.6, Section 3.7), emphasizing the thoroughness and integrity of the research process.

3.1 Company Overview

The case company is a globally recognized leader in designing and manufacturing a diverse range of products, with a rich history of innovation and craftsmanship. Operating in multiple regions across the Americas, Europe, and Asia-Pacific, the company serves a broad customer base with a diverse product portfolio. With a commitment to blending functionality with design, the company focuses on creating products that enhance the everyday experiences of its consumers. Its global workforce and expansive supply chain allow it to maintain high-quality standards, sustainability, and innovation across all operations.

The company manages a robust portfolio of product lines, each serving distinct market segments. These product lines range from those known for premium design and craftsmanship to those catering to more tactical product categories. The organization's structure is divided into specialized business units, each focusing on a particular category of products, ensuring that tailored strategies are applied to address the unique needs of each market segment. With a focus on direct-to-consumer (DTC) sales and traditional wholesale channels, the company continues strengthening its market presence and fostering closer relationships with its consumers globally.

Implementing Generative AI within the case company presents significant challenges and promising opportunities. The following subsections analyze the complexities arising from the company's size and diverse product portfolio, such as integrating AI into varied marketing processes and ensuring technological readiness, as well as the potential benefits of enhancing content creation, personalization, and fostering innovation across departments.

3.1.1 Navigating Challenges

Implementing Generative AI within the case company presents several challenges, primarily due to its size and the diversity of its product portfolio. Each department under the case company has unique marketing needs and processes, requiring a tailored approach to AI integration. This diversity poses a significant challenge in identifying the most suitable AI solutions that can be effectively scaled across the case company while meeting the specific needs of individual departments.

Additionally, the large scale of the case company poses challenges in terms of change management and integrating new technologies into existing processes. Implementing Generative AI across such a large and diverse organization will require comprehensive training programs, effective communication strategies, and robust support systems to ensure all stakeholders can effectively utilize the new tools. The company will also need to address potential resistance to change, ensuring that marketing personnel can use Generative AI tools and are motivated to do so.

Another challenge lies in the company's technological readiness. The case company must ensure it has the necessary infrastructure to support the implementation of Generative AI. This includes access to the required computational power, data storage solutions, and software licenses. The company must also establish clear AI governance policies, defining what is allowed regarding data usage, AI application, and compliance with relevant regulations. Ensuring that AI applications are aligned with the company's ethical standards and legal requirements is crucial for avoiding potential pitfalls associated with AI or Generative AI adoption.

3.1.2 Leveraging Opportunities

Despite the challenges, Generative AI presents significant opportunities for the case company. The company's large size and diverse product portfolio provide a unique platform for sharing best practices across teams and departments. This internal knowledge-sharing could accelerate the learning curve for AI adoption and lead to the rapid dissemination of successful AI-driven marketing strategies.

Generative AI can significantly enhance content creation processes, enabling the case company to produce varied and personalized content at scale. This is particularly valuable for a company where brand storytelling and customer engagement are critical components of the marketing strategy. The ability of AI to generate content that can be tailored in tone, length, and emphasis allows the case company to deliver more personalized and relevant messaging to its diverse customer base. Generative AI's advanced machine translation capabilities can also support the case company’s global marketing efforts by providing localized content for different markets.

The fast-paced nature of the marketing industry requires companies to be agile and responsive to emerging trends. Generative AI tools can help the case company stay ahead of the curve by providing real-time insights into industry developments and consumer behavior. By leveraging AI to monitor and analyze trends, the company can quickly adapt its marketing strategies to capitalize on new opportunities, thereby maintaining a competitive edge.

Generative AI also offers the potential to enhance creativity within the marketing department. By automating routine tasks, AI frees up time for marketers to focus on more creative and strategic activities. Additionally, AI can assist in the ideation process by generating new ideas or suggesting innovative approaches to marketing challenges, fostering a culture of creativity and innovation within the organization.

3.2 Research Design and Methodological Approach

The research was designed as a qualitative study, which was deemed most appropriate given the study's exploratory nature. The primary objective was to identify potential use cases for Generative AI within the case company's marketing processes, develop a comprehensive framework for evaluating these use cases, and offer actionable recommendations for integrating Generative AI. The decision to adopt a qualitative approach was driven by the need to look deeply into the complexities of marketing workflows, the specific needs of different employees, and the broader organizational context – elements that are not easily quantifiable.

The study aimed to address the following objectives:

1. **Identification of Generative AI Use Cases**: To assist companies, particularly those in the consumer goods sector, in recognizing where Generative AI can be effectively implemented within their marketing processes.
2. **Development of an Evaluation Framework**: To provide a structured method to evaluate and prioritize identified Generative AI use cases based on defined attributes.
3. **Understanding Generative AI Implementation**: To provide practical insights into the implementation of Generative AI, covering aspects such as technology selection, staff training, best practices, and strategies for integrating Generative AI.

3.3 Data Collection Methods

This section outlines the approaches used to gather the necessary data for the study. Various methods were employed to ensure a comprehensive understanding of the subject, including a detailed literature review and semi-structured interviews with marketing professionals. These methods provided a

balanced combination of theoretical insights and practical, firsthand experiences, allowing for a thorough evaluation of potential Generative AI use cases within the marketing domain.

3.3.1 Theoretical Foundations and Literature Review

A thorough literature review was conducted to situate the study within the existing research and to establish a theoretical basis for identifying and evaluating Generative AI use cases. The review incorporated numerous research papers, industry reports, and other relevant sources. Key databases, such as Scopus and arXiv, were used to source academic papers. Additionally, the search capabilities of Microsoft Copilot for Bing, references from other articles, and professional networking platforms were utilized to identify relevant online content.

The selection criteria emphasized the quality and direct relevance of the content to the study's objectives, particularly focusing on the evolution of marketing strategies, the role of AI in marketing, the specific challenges associated with implementing Generative AI, and productivity enhancements, with each section designed to provide a comprehensive overview of the relevant literature. The review synthesized key findings, identified gaps that this study aimed to address, and provided the author with a deep understanding of the technology, its opportunities, potential, and limitations, thereby facilitating the identification of viable Generative AI use cases.

The insights derived from the literature review were crucial in forming the research framework. They underscored the diverse benefits of Generative AI beyond simple productivity improvements, including enhanced personalization, the creation of new value, and improved experiences for customers and partners. These insights were pivotal in shaping the evaluation framework for Generative AI use cases.

3.3.2 Insights from Marketing Professionals

Interviews were the primary method of data collection, conducted through two rounds of semi-structured interviews with marketing personnel responsible for various aspects of marketing operations within the case company. This approach provided comprehensive insights into the marketing processes at the case company and helped identify potential use cases for Generative AI. All interviews were scheduled in advance, conducted, and recorded via Microsoft Teams.

- **First Round of Interviews**: The first round consisted of nine planned interviews, of which seven were successfully conducted. These interviews involved eight participants, as one session included two interviewees. The duration of the interviews ranged from 30 to 60 minutes each. The initial interviews were exploratory, aiming to

understand the interviewees' roles, the marketing processes they were involved in, their current tools, and their experiences with Generative AI tools like Jasper.ai or ChatGPT. The interviews also sought to identify the challenges these professionals face in their day-to-day work and to gather their insights on the potential features and capabilities of Generative AI tools they may find helpful.

- **Second Round of Interviews**: This phase consisted of three targeted interviews, selected based on the need for specific information identified during the first round and the study's evolving focus. One interview was conducted directly, while the other two were completed via written responses to a questionnaire due to the busy schedules of the respondents. The second round focused on deepening the understanding of marketing processes, especially those highlighted as potential candidates for Generative AI implementation. The questions in this round were more specific, aiming to quantify the time spent on certain tasks, their frequency, and other metrics that could help evaluate the impact of Generative AI. Each interviewee received a customized set of questions tailored to the use cases most relevant to their role.

Interviewees were selected based on their involvement in the Jasper.ai trial, a company initiative that preceded the beginning of this research study. The trial involved distributing a limited number of licenses to marketing personnel across the company, allowing them to explore the features of a commercially available Generative AI tool and provide feedback on its usage and effectiveness. The intention was that should the trial prove successful, the company would consider integrating Jasper.ai into its marketing processes.

The allocation of licenses was somewhat random, and in some instances, individuals who did not frequently engage in writing marketing content received licenses but did not utilize them. Despite this, the interview process remained unaffected, as the author could still gather valuable insights into the processes and identify potential use cases for Generative AI. Additionally, interviewees were selected to cover a broad spectrum of roles and responsibilities within the case company, which occasionally included participants whose roles were less directly related to the use of Generative AI. Yet, their perspectives were still considered valuable for the study.

The interviews were semi-structured, allowing for flexibility in questioning. This format was chosen to accommodate the diverse roles of the participants and the varying levels of their involvement with Generative AI. It also enabled the interviewer to follow up on interesting leads or insights that emerged during the conversations.

To ensure the reliability and validity of the data, the study employed several strategies. The repetition of certain themes across interviews suggested consistency in the data. Additionally, the iterative nature of the interview process allowed for the verification of insights as the study progressed, ensuring that the findings were robust and reflective of the participants' experiences.

3.4 Data Analysis Techniques

The interview video recordings were first machine-transcribed by the Speech2Text service using the OpenAI Whisper model provided by the Aalto Science-IT project. The textual data from the interviews were then analyzed using thematic analysis, a method well-suited for identifying patterns and themes within qualitative data.

Thematic analysis of interview transcripts began with an initial coding process to identify key themes. This process unfolded in multiple stages. First, the interview transcripts were thoroughly reviewed and corrected to ensure accuracy and to gain familiarity with the data.

Other steps included generating initial codes, where segments of the text that appeared relevant or insightful were highlighted; searching for themes, where the codes were grouped into broader themes that captured significant patterns across the data; reviewing themes, where the identified themes were reviewed and refined to ensure they accurately represented the data; and defining and naming themes, reflecting their essence and the specific aspect of the data they represented to be distinct.

Finally, the findings were compiled into a coherent narrative, integrating quotes from the data to illustrate the identified themes, provide evidence for the study's conclusions, and use case identification.

While the analysis was primarily manual, involving careful reading and coding, software tools could have been used for more extensive data sets. However, given the scope of the study, a manual approach was sufficient to ensure deep engagement with the data.

Regarding ensuring rigor and minimizing bias, the analysis was conducted with a focus on objectivity. Several strategies were employed to mitigate bias, including cross-verifying data from multiple sources, being aware of potential biases (such as confirmation bias), and ensuring the analysis was thoroughly documented. By consistently referencing the original data and seeking to understand the full context of each theme, the author aimed to maintain the integrity of the findings.

3.5 Evaluating Generative AI Use Cases

The evaluation of Generative AI use cases was a key component of the study. The framework for this evaluation was developed iteratively, incorporating insights from the literature review and interviews. The attributes were chosen for their relevance to the marketing context and potential impact on business outcomes. The framework was designed to be flexible, enabling the assessment of diverse use cases across the company and its marketing processes.

The evaluation aimed to comprehensively analyze Generative AI use cases by systematically assessing each one against the framework. This involved thoroughly examining how each use case could impact the selected attributes. The outcome of this evaluation process was a structured list of use cases, along with an assessment of their potential benefits and challenges. This method provided a clear basis for further exploration and possible implementation of Generative AI in marketing processes.

3.6 Synthesizing Literature Review Insights and Interview Findings

In the final phase of the study, the insights from interviews and the literature review were synthesized to form a comprehensive understanding of Generative AI, as well as identified use cases and their implementation within the marketing processes of the case company.

This process involved merging the themes identified through thematic analysis with broader insights from the literature review. This synthesis was essential for bridging the gap between theoretical knowledge and practical application, ensuring that the study's findings were research-based and relevant to the company's context.

The synthesized findings were the foundation for developing tailored recommendations to guide the case company in implementing Generative AI. These recommendations focused on actionable steps and insights that could be applied to optimize the potential benefits of Generative AI in marketing.

By combining qualitative data, thematic analysis, and a structured evaluation framework, the study provided a comprehensive and nuanced understanding of how Generative AI could be effectively integrated into the company's marketing strategies.

3.7 Addressing Ethical Considerations

Ethical considerations were addressed throughout the research process. The participants were treated professionally, and their contributions were highly valued. Before the interviews, participants received comprehensive information about the study, including its purpose, the nature of their

involvement, and the intended use of the data. Informed consent was obtained from each participant, with an explicit agreement to the recording and using their data for research purposes.

All data were anonymized to ensure participants' privacy, and direct identifiers, such as names, departments, and positions, were removed from the interview transcripts. Any quotes included in the final report were meticulously selected to prevent them from being traceable to individual participants. The video recordings were permanently erased following transcription and analysis.

4 Results

The results chapter presents key findings on integrating Generative AI into marketing. It begins with practical insights drawn from interviews and literature, offering feedback on Jasper.ai and exploring user experiences, tone of voice challenges, prompt engineering, and the integration of AI tools. Recommendations for implementation and training strategies are also discussed (Section 4.1). Furthermore, potential use cases for Generative AI within the company's marketing function are identified and categorized to guide practical application (Section 4.2). An evaluation framework is then introduced, outlining key attributes to assess the impact and effectiveness of these use cases (Section 4.3). Finally, this framework is applied to evaluate the identified use cases, comprehensively analyzing their potential benefits for enhancing marketing productivity (Section 4.4).

4.1 Practical Insights and Strategies for Implementing Generative AI in Marketing

This section synthesizes findings from interviews with marketing professionals and existing literature to explore practical strategies for integrating Generative AI into marketing operations. It provides a comprehensive view of the benefits, challenges, and user experiences with tools like Jasper.ai and ChatGPT. The section also examines critical factors such as user interface design, tone of voice, prompt engineering, and workflow integration. These findings offer a nuanced understanding of how Generative AI can be effectively deployed, adapted, and optimized for marketing applications.

4.1.1 Feedback on Jasper.ai Trial

As part of the interview process, feedback was gathered on the Jasper.ai trial, an initiative that preceded this research study. This trial proved valuable for identifying the needs of marketing professionals and understanding their workflows. It also provided a beneficial foundation for the study, as participants were already familiar with some potential uses of Generative AI tools in marketing. During the trial, employees mainly used Jasper.ai for tasks such as translations, creating campaign copy, and summarizing texts. While the tool performed well for English-related tasks, satisfaction levels among interviewees varied.

Experience with Jasper.ai

Some participants expressed positive experiences with Jasper.ai. One interviewee highlighted its effectiveness, stating, "*The chat functionality was good. I liked that it was easy to use and conversational,*" drawing from their positive experience with social media content creation. Another participant appreciated the templates Jasper.ai offers for varied content creation, differentiating in style and formatting:

"*We could easily get fast drafts of good-quality content and then check if it matches the brands' tone of voice and the facts. We could easily generate more authoritative content related to our products.*"

A third interviewee remarked:

"*My experience with Jasper.ai was very good. The user interface was easy. It was so intuitive that I didn't need too much training on how to use it. And it provided me with good content.*"

Conversely, other interviewees expressed less satisfaction. One stated:

"*I may have become slightly overwhelmed by the number of features; so much was happening. I think the beauty of ChatGPT is that it is just so simple. You ask it a question, and then there's only that kind of interface that you must comprehend.*"

Another mentioned:

"*I haven't used it much but didn't find it that good. I have been using ChatGPT [...] quite a lot, and I found it a little bit better when I compared the two of them one-on-one. Then I somehow gave up, to be honest.*"

A further comment was:

"*I used it once and found it quite cumbersome. I didn't find it that easy, and I don't know if that's because it becomes easier once you use it more. You get used to using it, but I found it quite difficult.*"

In summary, the generated content from Jasper.ai served as a promising foundation but required further adjustments before being used directly. This was particularly true for shorter texts like campaign copies, which were satisfactory starting points but needed refinement. The tool was close to meeting their needs for commercial and short campaign types, such as social media posts, but fell short for press releases, which would require more learning of previous texts and company materials.

Comparative Analysis of Jasper.ai and ChatGPT

Interviewees had mixed feelings about Jasper.ai and its interface, which sparked discussions on its advantages compared to ChatGPT. Some participants appreciated Jasper.ai's intuitive design and ease of use, while others found the process cumbersome due to the need to complete numerous form fields to generate text examples. While some welcomed the availability of ready-made templates for various content types – such as social media posts, newsletters, or campaign copies – many found the variety Jasper.ai offers extensive but not necessarily beneficial.

Both groups agreed that Generative AI tools should prioritize user-friendliness, simplicity, and intuitive operation. ChatGPT was often

preferred because it allowed users to freely input requests without specifying details like media type or length. Many felt that Jasper.ai's structured input requirements did not justify the time investment, as it restricted creativity and slowed down the process without providing sufficient outcomes. Moreover, the ability to receive multiple outputs for comparison and refinement was highly valued by all participants.

Effects of Time Constraints and Learning Curve on Tool Adoption

The core of the mixed feelings and satisfaction may lie in the time interviewees dedicated to familiarizing themselves with Jasper.ai. Most participants stated that the time they allocated was not as extensive as initially anticipated due to demanding schedules or understaffed and busy teams. Interviewees mentioned, "*So, I tried it here and there. I'd say I've tried it for a few hours, but I noticed that you would have to spend maybe days with it rather than hours,*" and "*I only had a few opportunities to test Jasper.ai since it came quite late.*" The learning curve associated with such a tool, coupled with the time and effort required for training, was a primary obstacle. Consequently, they lacked the time and energy to engage with the tool thoroughly.

4.1.2 Challenges with Tone of Voice

Maintaining the desired tone of voice is the most significant challenge impacting team satisfaction and the effectiveness of Generative AI implementation at the company. While Jasper.ai's ability to incorporate brand tonality was seen as an advantage, teams still struggled to achieve the desired tone due to insufficient time, evolving tone guidelines, and the absence of clear written instructions. Recent changes in the brand's tone of voice made these challenges more complex, resulting in sometimes exaggerated or unintentionally humorous outputs.

Participants believed this issue arose from how Jasper.ai is trained and its knowledge base is developed. The main difficulties involved finding relevant resources, scheduling time for training, and building the knowledge base. Despite providing numerous text examples, participants found that the AI's interpretation of their tone remained overly generic and lacked distinctiveness. As a result, the outputs often failed to meet expectations. Interviewees acknowledged that more time might be needed to explore tutorials and gain experience testing the tool to identify more effective approaches.

The challenge of maintaining tone is not limited to Jasper.ai; it also extends to ChatGPT, where achieving the desired tone relies heavily on an individual's ability to provide precise prompts. However, some interviewees appreciated the flexibility of specifying how the output should sound rather than being restricted to a pre-defined tone, as with Jasper.ai.

The interviewees observed that the generated content did not fully align with the brand's tone of voice, regardless of the language used. The brands also encountered difficulties integrating tone and storytelling into the product content. The interviewee's team strived to balance commercial appeal with creative, informative material while upholding the desired tone. This included providing factual information, such as product availability, purchase dates, and pricing, alongside engaging product storytelling – a task that has proven to be challenging.

4.1.3 Importance of Effective Prompting

Most interviewees generally perceive that the quality of prompts plays a pivotal role in determining the effectiveness of AI-generated responses. They observed that more significant effort and detail in crafting prompts yield more accurate and relevant outputs. Specifically, they noted that brief and vague queries are insufficient, as the AI requires explicit guidance to produce the desired output. In contrast, prompts that are detailed, descriptive, and clearly define the intended audience, brand voice, and platform context consistently generate higher-quality responses.

However, not all employees shared this view. One interviewee reported that the level of detail provided in prompts did not significantly impact the quality of the AI-generated content. They remarked:

"*When using the chat interface to generate content, whether we simply asked the system to create content or provided it with specific keywords and historical data, the difference in the resulting text was minimal.*"

This suggests that the importance of prompt specificity and context may vary depending on the particular use case.

Evolution of Prompt Engineering Skills

Several interviewees highlighted that crafting prompts effectively is a skill that improves over time, leading to better outcomes. One interviewee noted that, despite having a clear idea of the message they wanted to convey, they sometimes struggled to phrase it in a way the AI tool could easily understand. This suggests a correlation between the length of time employees use Generative AI and the quality of their interactions. Those who were more engaged with AI, particularly those with a genuine interest in technology, reported positive experiences and emphasized the value of precise prompts. In contrast, colleagues who were less interested or used Generative AI infrequently had less effective interactions. The observation aligns with a Microsoft study, which found that confidence in generating prompts for GitHub Copilot grows with usage and interest (Jaffe et al., 2024).

Leveraging Templates and Pre-Designed Prompts

Moreover, employees had mixed opinions regarding the functionality of Jasper.ai templates. Some found that the output did not meet their expectations for ideal social media content. However, they acknowledged that, when properly implemented, these templates could be handy for individuals less familiar with AI tools and prompting techniques. Participants noted that creating effective prompts can be challenging for first-time users, and templates effectively help overcome this initial learning curve.

Recommendations for Enhancing AI Systems

One interviewee also suggested an enhancement for the system: the ability to ask targeted questions about the desired content. This feature could improve the output quality by aligning it with user expectations. They further recommended that the tool allow users to specify whether they are generating new content, modifying existing text, or adhering to specific constraints, such as character limits.

The author believes incorporating such features would make the Generative AI tool more proactive, moving beyond simply following user instructions. This added functionality could streamline defining user requirements, ultimately improving efficiency. However, the author also noted that having a clear understanding of one's needs and advanced prompting skills could diminish the necessity of such features, as experienced users might already be adept at providing precise guidance to the AI.

To further support users with limited prompts crafting experience, the author suggests developing a collection of pre-prepared prompts that reflect the brand's tone and other vital attributes, such as text length and structure of content. These prompts would be rigorously tested and approved to ensure optimal results. While these templates could benefit new users and help more experienced employees save time figuring out the brand’s tonality, interviewees also noted Fthat developing expertise in prompt crafting could eventually reduce reliance on such templates.

These insights highlight the evolving nature of prompt engineering and its critical role in maximizing the effectiveness of Generative AI technologies regardless of the deployment method – whether through public models, private cloud-hosted instances, or on-premises Generative AI solutions – effective prompt engineering is essential (I. Thomas, 2023).

4.1.4 Integration into Existing Workflow

All interviewees who reported using AI tools for text generation indicated that they use ChatGPT. Whether they utilized the free or paid version of ChatGPT varied between departments and teams. The extent of usage also differed: some teams and individuals employ textual Generative AI daily to

create content. In contrast, others use it for minor tasks such as generating captions or headlines. In a few cases, Adobe Firefly was also mentioned as a Generative AI tool for visual content.

Stages of Generative AI Integration in Marketing

Harkness et al. (2023) describe three stages for integrating Generative AI into marketing:

- **Getting Started**: Generative AI is initially used through off-the-shelf pilots integrated into existing workflows to create content, personalize campaigns, and handle customer feedback. This delivers quick value, builds necessary skills, and allows employees to focus on higher-level tasks.
- **Customized Solutions**: To differentiate, companies adapt pre-built models to their specific needs, fine-tuning them with proprietary data like brand guidelines. This approach allows for bespoke content and ongoing improvements, enhancing competitiveness.
- **Full Transformation**: Companies should envision a fully AI-driven marketing future, where Generative AI aids in nearly all tasks, from drafting copy to starting research. Proper safeguards must be in place, but the ultimate goal is to deliver highly personalized customer experiences that drive growth, such as tailored email campaigns or customized product suggestions.

Based on this classification, it was observed that the case company is at the initial stage of its Generative AI implementation journey. While many tasks could be accomplished immediately with advanced prompt engineering, maximizing the potential of Generative AI and achieving full effectiveness requires the company to progress further. The goal should be to make Generative AI work for the company rather than employees working for Generative AI. For instance, when marketers create product descriptions or perform translations, they often have to repetitively copy and paste text and replace the brand and product names, highlighting the inefficiency of current integration within the marketing function.

However, it is important to note that currently, Generative AI in marketing cannot fully automate processes but rather augments them, as there is still a significant need for human intervention to fact-check and verify generated information. High-quality content can be achieved, but the materials provided to customers must be thoroughly reviewed to ensure complete accuracy. This observation from the interviews aligns with the findings of Singla et al. (2024), who reported that 63% of companies perceive inaccuracy as a primary risk in adopting Generative AI, marking the highest concern and an increase of 7% from 2023.

Employee-Led Initiatives and Experimentation Challenges

On a positive note, employees have demonstrated a high level of curiosity and a desire to incorporate Generative AI into their daily work. Some are independently experimenting with ways to enhance their efficiency, produce higher-quality content, and reduce company costs by implementing Generative AI in processes such as translation, which partially relies on external vendors. They engage with Generative AI tools to experiment during spare moments and test their limitations and potential without support or pressure from their supervisors.

However, these experiments encounter problems, such as limited access to technology. When employees wish to implement Generative AI with company data, the standard chat interface may be insufficient, necessitating customized solutions. Additionally, privacy concerns restrict what employees can do. Some interviewees noted that before using ChatGPT, they first replace brand and product names with fictitious ones, input the text and prompts into ChatGPT, and then paste the output back into an Excel sheet, replacing the fictitious names with the real ones.

Replacing names would be unnecessary if the company researched and identified appropriate services that ensure company data is not shared with model provider partners or used to train future models. If such issues constrain employees, it raises the question of whether Generative AI enhances productivity or makes content production equally challenging due to these obstacles.

Facilitating and Encouraging Employee Experimentation

Furthermore, expecting deeper integration of Generative AI into the marketing function or process replacement may be challenging if employees' experimentation, often during their free time, is not supported. It is believed that if individuals show interest and initiative, the company should not ignore it but actively listen and support their experimentation, as this could provide long-term benefits to the organization.

While a company's ability to react may face financial or human resource limitations, active discussions about short-term possibilities should occur. As noted by M.-H. Huang & Rust (2021), marketers must determine which AI technologies are most suitable for various marketing activities. Effective implementation becomes unattainable if they gain knowledge about the possibilities but lack practical experimentation.

It is important to note that, based on a survey by The Conference Board (2023), mid-level and junior marketers are leading the integration of AI into their workflows, outpacing their senior counterparts. This trend positions these younger professionals as key influencers in the adoption and evolution

of AI within their organizations. This observation was mirrored during the interviews. One possible reason is that senior marketers' tasks may be less suitable or exposed to Generative AI. For example, copywriters, whose primary task is to create text, can significantly benefit from augmentation or automation provided by Generative AI.

Balancing Centralization and Flexibility in AI Implementation

As Overgoor et al. (2019) noted, distinguishing between good and poor applications is a critical challenge in leveraging AI effectively. Insights from interviews support the importance of differentiating between high-quality and ineffective applications of Generative AI, particularly when deciding which use cases are suitable for in-house implementation. In some situations, a standard chat interface may not be sufficient to maximize the efficiency of Generative AI.

The perspective on this issue evolved significantly during the research. Initially, the author favored a more centralized approach to content creation. Each use case would require an in-house implementation to maximize effectiveness by customizing content based on the brand's voice, specifying rules on formatting and structure, effective implementation into existing marketing processes, and tailoring outputs for various purposes, such as product descriptions, newsletters, and translations.

However, it became clear from the interviews that such a rigid approach might confuse marketing teams. A more flexible approach emerged as the preferred solution, where employees have greater control over their prompts. The findings suggested that flexibility, combined with a decentralized approach where employees are skilled in prompt engineering, may be more effective. Despite this shift, it is crucial to maintain a common understanding of how a brand's tone of voice should sound.

Creating multiple customized GPTs for every use case is impractical. While tools like ChatGPT offer impressive flexibility, the quality of outcomes heavily relies on the individual prompting skills of the users. Therefore, combining defined guidelines on brand tone, best practices for prompting, and sufficient flexibility for marketers is essential. This balanced approach can help ensure consistency while empowering teams to harness the full potential of Generative AI.

Strategic Collaboration for Effective Generative AI Deployment

The strategic implementation of Generative AI in marketing requires careful planning, diverse expertise, and continuous collaboration. Companies can revolutionize their marketing strategies by understanding the capabilities and limitations of Generative AI technology (Harkness et al., 2023; Robbert et al., 2023). Insights from interviews indicate that ongoing collaboration is

essential due to the frequent introduction of new Generative AI models, which bring new opportunities and challenges. Key challenges include maintaining a consistent brand tone across different models and optimizing the price-performance ratio by selecting cost-effective solutions that meet specific task requirements.

Interview insights align with existing literature, emphasizing that effective implementation of Generative AI hinges on cross-functional cooperation. A common barrier is the communication gap between marketing professionals – who understand marketing processes but often lack technical expertise – and technical experts, who comprehend the technology but may not fully grasp marketing needs. Bridging this gap requires effective communication between prompt engineers and marketing stakeholders to ensure that the prompts accurately capture desired outcomes and objectives. A deep understanding of Generative AI, its capabilities, and deployment options is crucial for both effective implementation and the development of robust marketing strategies (Robbert et al., 2023).

4.1.5 Recommendations for Effective Implementation

Enhancing Tone of Voice Consistency in Generated Content

Employees highlighted the need to enhance the tool's understanding of tone of voice when generating content and translation between languages. Although machine translation was considered valuable, they emphasized that human proofreading remains necessary to verify translation accuracy and maintain the intended tone. One interviewee mentioned the importance of a centralized approach to defining the brand's tone of voice, including clear guidelines to avoid miscommunication.

Simplifying Features and Prioritizing Essential Functions

Respondents noted that the tool should avoid overwhelming users with excessive features, focusing instead on essential marketing text formats, such as social media content, campaign texts, product descriptions, and press releases. Interviewees expressed interest in a feature that could generate multiple copy options while adhering to specific character limits. To achieve this, the author suggests creating custom GPTs or prompts for different content tasks, simplifying the user experience for marketing professionals and reducing the need to recreate specific prompts each time.

Enhancing Workflow Efficiency

Respondents expressed a desire for tool features that would streamline their workflow. Specific suggestions included the ability to import and export Excel files, which would significantly reduce the need for manual copy-pasting. They also highlighted the importance of features like simultaneous translation into multiple languages, generating diverse social content variants, and

creating descriptions for multiple products based on company data – all aimed at enhancing efficiency.

One interviewee provided an insightful comment:

"*For instance, when I asked it to create a newsletter, the format it produced was technically appropriate but not suitable for us. It looked too commercial and was far too lengthy. It was overwhelming, and I felt it was easier to do it myself.*"

This statement underscores the preference for short-term efficiency over investing time in learning new tools, even if they might offer long-term benefits. It also emphasizes the need for seamless and intuitive integration of Generative AI tools into existing workflows to ensure they align effectively with the specific requirements of marketing professionals.

Navigating Licensing Constraints in Content Creation

Some employees highlighted unique requirements associated with working under licensing constraints, which involve specific processes for content approval. They indicated that the Generative AI tool should consider these rules and guidelines to ensure compliance during content creation.

Introducing Memory and Word Bank for Consistent Terminology

Interviewees also suggested incorporating a memory or word bank, where frequently used terms – such as product names, phrases, and other critical elements – could be stored for easy access during translations. This feature would be handy for multilingual campaigns, helping avoid direct, out-of-context translations.

Ensuring Privacy and Security

Employees preferred a closed environment where confidential information could be handled securely. Currently, they are cautious about what information they prompt into Generative AI tools, often substituting brand and product names to mitigate privacy risks. They lack guidance on what is appropriate and the potential risks of exposing sensitive data. Respondents emphasized the need for further development of policies to ensure privacy while maximizing the potential of Generative AI technologies.

4.1.6 Strategies for Effective Generative AI Training and Support

The author observed a high level of interest among interviewees regarding developments in Generative AI. Many expressed enthusiasm, with comments like, "*It's great to have you doing this sort of work*" and "*It's an interesting project, and it's nice to hear what the results will be.*" However, interviewees also struggled to understand where to focus their attention, where to access information about Generative AI, and how to implement it effectively. This aligns with the Salesforce (2023) survey, which reports that while marketers

are increasingly enthusiastic about the potential of Generative AI, many feel unprepared to fully leverage its potential, with 43% expressing uncertainty about maximizing its value.

The feeling of being unprepared was primarily attributed to the rapid development of Generative AI technology. Despite their enthusiasm, interviewees found it challenging to keep up with the latest advancements and best practices. This highlighted the importance of sharing knowledge and fostering discussions about possibilities and experimentation across teams and departments. One interviewee emphasized: "*There will be some similar use cases across the departments, so everybody doesn't have to deal with those issues alone. Bringing everyone together is beneficial.*" This sentiment aligns with The Conference Board (2023), which emphasizes that professionals must continually refresh their knowledge due to the rapid pace of AI advancements. Structured peer exchange groups or informal learning opportunities can help marketers stay current with the latest developments and best practices.

Preferred Training Methods

Interviewees' expectations for support in implementing Generative AI tools varied. The most common insights included the need for a comprehensive introduction, including hands-on demonstrations or video instructions. One interviewee envisioned this support being tailored to different types of users, noting that previous tools, like Jasper.ai, lacked adequate instructional resources – often providing only brief usage videos.

Some interviewees preferred in-person introductory training sessions for future tools, believing these would offer better engagement than online formats. They suggested allowing users to experiment with the tool during these presentations, fostering real-time questions and practical learning experiences to enhance understanding and effective use of the technology.

Some employees noted that the complexity and feature-rich nature of the tools might require video demonstrations that users can revisit at their own pace. They suggested segmenting these videos by tool features or chapters, each followed by practical exercises for hands-on learning. In addition, some interviewees mentioned the usefulness of support pages that could serve as comprehensive resources, providing valuable assistance in tool adoption.

Respondents also suggested that having key users specializing in tools like Jasper.ai would be beneficial. These key users could spearhead the adoption process, but it was emphasized that there should be multiple proficient users to avoid dependency on a single individual. Having internal and external key users available as points of contact was crucial for successfully implementing new marketing tools. One interviewee cited their positive experience

with having an external consultant for a social media platform, which significantly enhanced the tool's effectiveness and user experience.

Developing Prompt Engineering Skills for Enhanced AI Interaction

A recurring challenge interviewee noted was formulating effective prompts for Generative AI, which could lead to frustration when users struggled to convey what they wanted the AI to accomplish. As a solution, they expressed a desire for specific training in prompt engineering. Such training would focus on best practices for crafting prompts, avoiding common pitfalls, and mitigating errors.

Fostering Peer-to-Peer Knowledge Sharing

Finally, respondents found that the learning process for the Jasper.ai trial felt somewhat fragmented. They suggested that regular peer-to-peer sharing meetings could be valuable for discussing best practices and fostering a more unified learning experience across the team, whether for new tool rollouts or the broader adoption of Generative AI technology.

4.2 Use Case Identification

This section overviews the identified use cases for Generative AI within the company's marketing function. These use cases were determined through interviews and literature review. The findings highlight how Generative AI could be strategically applied to improve efficiency and innovation in marketing tasks, focusing on specific tools and their benefits and limitations. The categorization presented aims to guide the practical implementation of these technologies across various functions.

4.2.1 Potential Applications of Generative AI within the Company

The author identified three main potential applications of Generative AI within the case company based on interview answers and the author's observations. As noted by multiple respondents, Generative AI Assistants were a prominent example, as tools already being used daily. In some cases, licenses for these assistants had been purchased.

In the case of Commercially Available Solutions, the idea originated from the Jasper.ai trial, where some employees expressed satisfaction with the text-based Generative AI tool, particularly for marketing applications. There were also specific use cases, such as image outpainting, where one respondent mentioned using a particular tool as their primary option after an unsuccessful attempt with ChatGPT. The respondent noted that exploring additional alternatives could prove beneficial.

For Developed In-House Solutions, one interviewee remarked:

"*For example, creating product descriptions is a function where it would make sense to develop a Generative AI solution in-house since the necessary data is in our systems compared to other functions like e-commerce, where content is often created for a one-time use and doesn't require internal data.*"

The potential applications of Generative AI within the company are outlined as follows:

- **Generative AI Assistants**: These tools support non-systematic and ad-hoc tasks, including grammar checking, brainstorming, one-time text generation, summarization, and email composition. They can also handle more sophisticated content creation needs, such as generating content of varying lengths, brand-specific tonality, and providing personalized outputs. Effective prompting plays a crucial role in utilizing these tools. Examples of such AI assistants include ChatGPT, Microsoft Copilot, and Google Gemini.
- **Commercially Available Solutions**: Specialized tools for marketing, such as Jasper.ai, Adobe Firefly, and Google Imagen, offer a range of capabilities that streamline visual and textual content creation. These tools can alter product layouts, automatically crop images, and extend image dimensions to fit specific ratios. They can also generate marketing content through models customized specifically for this purpose, ideally simplifying the workflow for marketers.
- **Developed In-House Solutions**: The company could leverage its internal data – such as product details and brand strategies – to build custom AI solutions. These might include tools for creating product descriptions, developing chatbots, or recognizing inappropriate or problematic marketing content. Azure OpenAI services could serve as the foundation for such custom solutions.

All three potential applications present distinct benefits and drawbacks. Generative AI Assistants offer flexibility and ease of access but may pose privacy concerns and inefficiencies for repetitive tasks. Commercially available solutions eliminate the need for in-house development and provide specialized features, yet they come with subscription costs and potential integration challenges. Developed in-house solutions allow customized applications tailored to specific company needs, enhancing data security and integration. However, they require significant resources for implementation and maintenance. These benefits and drawbacks are summarized in Table 3, clearly comparing the trade-offs associated with each approach.

Depending on the implementation and frequency of use, the cost structure – whether subscription-based for external solutions or pay-as-you-go for developed in-house solutions – can be either a benefit or a drawback. It depends on the specific use case and how effectively the subscription or service is utilized.

Table 3: Benefits and Drawbacks of Generative AI Applications

Applications of Generative AI	Benefits	Drawbacks	Source
Generative AI Assistants	**Flexibility and Versatility**: Applicable across a wide range of tasks. **Ease of Access**: Immediate availability without extensive setup or training. **Productivity Enhancement**: Can improve efficiency in handling ad-hoc and non-systematic tasks.	**Privacy Concerns**: Potential risks when handling sensitive or confidential data. **Inefficiency for Repetitive Tasks**: Not ideal for tasks requiring automation due to manual copying and pasting. **Integration Challenges**: Potential compatibility issues with existing systems and processes.	Interview excerpt, Observation from the analysis
Commercially Available Solutions	**No In-House Development Needed**: Saves time and resources by utilizing ready-made solutions. **Specialized Features**: Tailored tools for marketing purposes. **Vendor Support and Updates**: Access to the latest features and technical assistance. **Scalability**: Can often accommodate growing usage needs without significant additional investment.	**Vendor Dependence**: Reliance on third-party providers for updates and support. **Customization Limitations**: May not fully align with specific company needs or branding guidelines. **Integration Challenges**: Potential compatibility issues with existing systems and processes.	Interview excerpt, Observation from the analysis
Developed In-House Solutions	**Customized Solutions**: Addresses specific company issues and use cases with tailored applications. **Efficiency in Repetitive Tasks**: Highly suitable for automating tasks that involve substantial copying and pasting. **Data Security**: Enhanced control over privacy and security. **Seamless Integration**: Better alignment with internal systems and workflows if implemented correctly.	**Resource-Intensive Implementation**: Requires significant investment in time, money, and expertise. **Maintenance and Updates**: Ongoing need for development resources to manage the solution. **Risk of Underutilization**: The appropriate use cases must be ensured to justify the investment. **Scalability Concerns**: May face challenges when adapting to increased demand or new requirements.	Interview excerpt, Observation from the analysis, Overgoor et al. (2019), I. Thomas (2023)

4.2.2 Categorization of Identified Use Cases

The identified use cases were derived from seven interviews with marketing personnel responsible for various aspects of marketing operations within the case company. Consequently, it is acknowledged that some relevant use cases may not have been captured, indicating potential areas for further investigation within the marketing function. Initially, more than 50 use cases were identified. Due to the company's privacy policies, these use cases were aggregated and evaluated in a generalized manner for this study. Based on the insights gathered from the interviews and the identified use cases, five key categories were established to organize the findings:

1. **Text Content Creation,**
2. **Visual Content Creation,**
3. **Translation and Localization,**
4. **Global Consistency and Cultural Sensitivity**
5. **Chatbots and Virtual Assistants**

Table 4: Categorized Use Cases of Generative AI Applications in Marketing Function

Category	Use Case
Text Content Creation	Customized Product Descriptions for Retail Partners
	E-commerce Content Generation (Organic and Paid)
	E-commerce Newsletter and Promotional Emails Creation
	Inspirational and Educational Content Generation
	Press Release Drafting and Creation
	Product Description Generation
	Product Description Shortening and Simplification
Visual Content Creation	Custom Visual Content Creation
	Image and Video Content Creation
	Image Outpainting
	Point of Sale Materials Ideation and Content Creation
Translation and Localization	E-commerce Content Translation (Organic and Paid)
	E-commerce Newsletters and Promotional Emails Translation
	Inspirational and Educational Content Translation
	Point of Sale Materials Translation for Local Markets
	Press Release Translation
	Product Description Localization
Global Consistency and Cultural Sensitivity	Cultural Sensitivity in Brand Localization
	Ensuring Global Content Consistency Across Markets
	Market Analysis and Regional Media Insights
Chatbots and Virtual Assistants	AI-Powered Shopping Assistant

4.3 Evaluation Framework

Several approaches were initially considered when exploring methods to evaluate the identified use cases for Generative AI. The first idea involved performing a financial estimation of the potential productivity gains and cost efficiencies each use case could bring to the company. However, this approach proved impractical due to a lack of research on the real-world impacts of Generative AI implementations in similar settings.

Another approach focused on assessing productivity gains by gathering employees' experiences with Generative AI tools and their opinions on potential time savings for specific tasks and use cases. While combining these insights with financial data might have provided estimates of possible cost savings, obtaining sufficient and relevant data was challenging due to respondents' limited availability and time constraints.

As a result, the evaluation framework presented in this section was developed. It emerged from recognizing that Generative AI offers productivity gains and delivers a range of financial and non-financial benefits, some of which are more easily measurable than others. This framework integrates available insights from interviews about marketing processes and incorporates broader benefits of Generative AI on marketing productivity found in the literature. Designed with flexibility, it allows other consumer goods companies to adapt or modify the attributes to suit their specific needs, making it an appropriate method for evaluating and prioritizing Generative AI use cases.

The evaluation framework presented identifies seven key attributes critical to assessing the impact and effectiveness of Generative AI across various organizational use cases. These attributes – Productivity Gains, Cost Efficiency, Revenue Growth, Personalization Capabilities, Enhanced Creativity, Customer Experience Enhancement, and Partner and Retailer Experience Enhancement – provide a structured approach for evaluating how Generative AI can drive meaningful outcomes.

By systematically examining these attributes, companies can make informed decisions about prioritizing AI use cases that align with their strategic goals and resource capacities. For example, if a company faces customer satisfaction challenges, it can prioritize and implement use cases that directly address this issue. Likewise, if the goal is to increase revenue and sales, the company can choose use cases based on attributes that are most likely to enhance these outcomes.

Table 5: Key Attributes for Evaluating the Impact of Generative AI Use Cases

Attribute	Description	Examples/Insights
Productivity Gains	Evaluates how Generative AI improves efficiency by saving time, increasing output, or both. It focuses on reducing manual effort in tasks like content creation.	Generative AI tools like ChatGPT cut writing time by 40% and improve quality by 18%. Efficiency is especially noticeable for lower-ability workers. (Noy & Zhang, 2023)
Cost Efficiency	Assesses how Generative AI reduces reliance on external services, leading to financial savings.	AI reduces costs on translation services and consulting agencies, enhancing internal capabilities.
Revenue Growth	Measures how AI can increase sales through enhanced customer targeting, optimized campaigns, and the creation of new revenue streams.	AI customizes product descriptions for SEO, boosts click-through rates, and acts as a virtual shopping assistant to increase conversion.
Personalization Capabilities	Evaluates AI's ability to deliver tailored customer experiences, enhancing engagement and relevance.	AI enables personalized ads and promotions by analyzing customer data and tailoring messages to specific audiences.
Enhanced Creativity	Assesses whether AI contributes to innovation and original content creation through collaboration with humans.	AI assists in brainstorming and generating new marketing concepts, sparking creativity, and overcoming creative blocks.
Customer Experience Enhancement	Measures AI's role in improving customer satisfaction and delivering personalized, engaging content and services.	AI improves customer interactions, boosts satisfaction, and enhances brand loyalty through personalized services.
Partner and Retailer Experience Enhancement	Assesses whether AI can improve the satisfaction of partners and retailers through customized content and collaboration.	AI generates tailored content for retailers, enhancing their marketing efforts and improving collaboration, leading to stronger partnerships.

4.3.1 Productivity Gains

This attribute assesses whether Generative AI can improve organizational efficiency by saving time, increasing output, or achieving both. It was selected due to its critical role in fostering economic growth and sustaining competitive advantage, as emphasized in the literature (Baily et al., 2023; Chui, Hazan, et al., 2023; Hazan et al., 2024). Productivity, a key industry performance metric, reflects how effectively resources are utilized to achieve desired outcomes. In the context of Generative AI, productivity gains can be observed through faster content generation within the same timeframe or reduced time to produce comparable results.

Recent research further highlights the efficiency improvements brought by Generative AI tools. For instance, ChatGPT has been shown to reduce the time required to complete writing tasks by 40% while enhancing output

quality by 18%. Notably, these tools have been especially beneficial for lower-ability workers while cutting time expenditures across all skill levels (Noy & Zhang, 2023). This evidence underscores AI's capacity to accelerate work processes and improve quality.

Additionally, interviews with marketing professionals revealed that AI implementation often leads to measurable productivity gains, primarily by minimizing manual effort in content creation. This dimension is vital for assessing AI's broader economic and operational impact, aligning with companies' goals to boost productivity while maintaining or reducing resource consumption.

4.3.2 Cost Efficiency

The attribute assesses whether Generative AI can help reduce reliance on external services, such as translation and agency consulting, ultimately contributing to financial savings. This attribute was chosen due to its relevance in cost management, as reducing external expenditures is often a key goal for organizations seeking to optimize operations.

In the case of a company that operates internationally, Generative AI presents a clear opportunity to reduce the costs associated with external translation services and marketing agencies. Interview findings revealed that the company currently uses external translation providers due to limited local resources, but internal staff are still required to verify translation quality. Similarly, the company consults with agencies on market trends and product line concepts, increasing costs.

4.3.3 Revenue Growth

The attribute evaluates whether Generative AI has the potential to drive increased sales by enhancing customer targeting, optimizing campaigns, or creating new revenue streams. For instance, AI can customize product descriptions for multiple retail partners to improve search engine rankings, helping the company differentiate itself and its partners from competitors and increase click-through rates, thus leading to increased sales and revenue.

Additionally, AI can act as a virtual shopping assistant, simulating in-store experiences online by providing detailed product information and personalized recommendations. This enhances the customer experience, simplifies decision-making, and boosts conversion rates, ultimately contributing to revenue growth.

4.3.4 Personalization Capabilities

The attribute evaluates whether Generative AI can deliver tailored experiences or messages to individual customers or segments, enhancing relevance and engagement. This attribute was chosen based on the growing importance

of personalization in marketing, as customers increasingly expect interactions that reflect their preferences and needs.

As highlighted in the literature, AI technologies have revolutionized how marketers analyze customer data, create personalized content, and optimize marketing campaigns for greater effectiveness (Velev & Zlateva, 2023). AI's ability to generate human-like language is especially beneficial in crafting targeted advertisements and promotional materials that resonate with specific audiences (Buckley, 2023). This capability enhances message relevance and strengthens customer relationships by fostering more meaningful and personalized interactions (Abdulla & Hussain, 2024).

4.3.5 Enhanced Creativity

The attribute assesses whether Generative AI contributes to creating innovative and original marketing content through human-AI collaboration. Unlike personalization, which focuses on tailoring content for specific audiences, this dimension emphasizes AI's ability to inspire and produce general creative outputs.

Generative AI enriches the creative process by assisting in brainstorming, crafting new concepts, and supporting creative writing efforts, allowing marketers to explore novel ideas and accelerate content production. Interviews and studies highlight how AI is a valuable tool for sparking innovation, overcoming creativity blocks, and enabling professionals to merge their expertise with AI-driven insights to generate fresh marketing concepts and strategies (Rosário, 2024).

4.3.6 Customer Experience Enhancement

This attribute evaluates whether Generative AI improves customer satisfaction by delivering personalized interactions, engaging content, and superior service. The decision to include this attribute arises from recognizing that customer satisfaction and brand loyalty are crucial to long-term marketing success, as evidenced by Rust et al. (2004) and Mittal & Khandai (2009). While financial metrics like ROI are valuable, they often fail to capture the qualitative outcomes of marketing efforts, such as enhanced customer experiences and improved brand perception.

Generative AI's capacity to analyze vast amounts of data, optimize campaigns, and personalize customer interactions at scale directly addresses these challenges (Velev & Zlateva, 2023). By focusing on customer experience, this attribute helps organizations assess the broader impact of AI on both short-term gains and long-term brand loyalty, providing a more comprehensive evaluation of marketing productivity.

4.3.7 Partner and Retailer Experience Enhancement

This attribute assesses whether Generative AI can enhance the experience and satisfaction of partners and retailers through content differentiation, SEO optimization, and improved collaboration. It is especially relevant for a company that depends on a network of retailers or partners to reach their end customers.

As defined by the AMA (2017), marketing involves creating, communicating, and delivering offerings that provide value not only to customers but also to partners. In this context, Generative AI enables companies to offer customized visual and textual content that caters to retailers' specific needs and preferences while preserving brand integrity.

For example, Generative AI can leverage insights about a retailer's target audience to generate tailored visual content, ensuring that materials are more relevant and engaging for the retailer's specific market. This supports stronger relationships by aligning with retailers' unique marketing strategies, benefiting both the retailer and the company. By providing high-quality, customized content that aligns with the retailer's goals, companies can enhance collaboration, improve satisfaction, and foster more synergistic partnerships – ultimately strengthening the company's market positioning.

4.4 Use Case Evaluation

While evaluating each identified use case using the developed framework, insights from interviews with marketing professionals played a crucial role in determining how the implementation of Generative AI would affect specific attributes in each scenario. By clearly defining and differentiating these evaluation attributes, based on interview findings and a literature review, a thorough analysis of the impact on each attribute was made possible. Table 6 summarizes this analysis, outlining how different AI-driven use cases contribute to identified marketing.

Table 6: Evaluation of Generative AI Use Cases and Key Attribute Impacts

Use Case	Key Attributes	Discussion Summary
Customized Product Descriptions for Retail Partners	**Productivity Gains**: Automates description creation, reducing time and labor. **Revenue Growth**: Improves SEO visibility and sales. **Personalization**: Tailors descriptions to retail partners' audiences. **Enhanced Creativity**: Inspires new ideas for description content. **Partner & Retailer Experience**: Enhances collaboration and relationship with retailers.	Using AI, companies can create diverse product descriptions quickly, leading to increased productivity. SEO-optimized, personalized content boosts visibility and sales. AI adds creativity by suggesting new language and enhancing retailer relationships through tailored content.

E-commerce Content Generation (Organic and Paid)	**Productivity Gains**: Automates content production for multiple platforms. **Personalization**: Tailors content for platforms/audiences. **Enhanced Creativity**: Suggests innovative ideas for storytelling. **Partner & Retailer Experience**: Customizes content for partners, improving marketing collaboration.	AI automates repetitive content tasks, allowing more personalized, creative content for different platforms. It boosts efficiency, enabling marketers to focus on strategy. Personalization improves engagement, and partners benefit from tailored content for their platforms.
E-commerce Newsletters and Promotional Emails	**Productivity Gains**: Automates email generation, reducing manual work. **Personalization**: Customizes emails based on customer data. **Enhanced Creativity**: Provides fresh ideas for content. **Customer Experience**: Enhances email relevance, driving customer satisfaction.	AI-generated text for marketing emails saves time and allows for personalization at a scale. AI helps generate more relevant, creative email content that improves engagement and customer satisfaction by providing timely, personalized follow-ups and interactions.
Inspirational and Educational Content Generation	**Productivity Gains**: Speeds up content creation with draft versions. **Revenue Growth**: Increases traffic and SEO rankings. **Enhanced Creativity**: Provides innovative ways to present product information. **Customer Experience**: Improves readability and customer satisfaction.	AI streamlines content creation, improving output, traffic, and SEO. AI's ability to enhance creative angles and readability leads to higher engagement and customer satisfaction, which can drive more revenue.
Press Release Drafting and Creation	**Productivity Gains**: Automates drafting, increasing efficiency. **Enhanced Creativity**: Suggests structured themes and language.	AI generates initial drafts for press releases, adhering to brand guidelines and reducing time spent on manual drafting. AI suggestions enhance the creative process, offering new ways to structure and present content.
Product Description Generation	**Productivity Gains**: Automates content generation, reducing manual effort. **Enhanced Creativity**: Provides new presentation styles.	AI helps streamline the creation of product descriptions, improving productivity by automating repetitive tasks. It also enhances creativity by offering fresh ideas for presenting product information.
Product Description Shortening and Simplification	**Productivity Gains**: Automates conversion of long descriptions into concise versions.	AI speeds up shortening product descriptions, efficiently generating medium and short formats from longer descriptions, saving time and reducing manual work.
Custom Visual Content Creation	**Productivity Gains**: Automates visual content creation, reducing editing time. **Personalization**: Tailors visuals for different markets. **Enhanced Creativity**: Generates tailored, innovative visual concepts. **Partner & Retailer Experience**: Provides personalized visuals for partners, enhancing collaboration.	AI automates image creation, improving operational efficiency. Personalized visuals for markets and partners help enhance relationships, while AI-driven creativity allows for more dynamic visual content.
Image and Video Content Creation	**Productivity Gains**: Speeds up media creation with AI-generated visuals. **Enhanced Creativity**: Enables creative exploration with diverse visual themes.	AI accelerates the production of image and video content, allowing marketing teams to focus on strategic projects. AI-driven visuals foster creative exploration, enabling marketers to push creative boundaries.

Image Outpainting	**Productivity Gains**: Reduces time spent on image resizing and editing. **Enhanced Creativity**: Enables extended visual concepts beyond traditional constraints.	AI simplifies the process of resizing and extending images, improving productivity. It also fosters creativity by allowing marketers to experiment with extended visual layouts.
Point of Sale Materials Creation	**Productivity Gains**: Accelerates the development of POS materials. **Enhanced Creativity**: Provides new ideas for POS design. **Customer Experience**: Engages customers with enhanced visual content. **Partner & Retailer Experience**: Strengthens collaboration with customized materials.	AI-generated Point-of-sale (POS) materials save time and provide creative design ideas, improving customer engagement and retailer satisfaction through high-quality, customized materials.
Translation and Localization	**Productivity Gains**: Automates translation processes, reducing delays. **Cost Efficiency**: Lowers costs by minimizing outsourcing. **Enhanced Creativity**: Ensures nuanced, culturally relevant translations.	AI automates translation, speeding up content production and reducing costs. AI enhances creative output by ensuring translations maintain cultural relevance and authenticity.
Cultural Sensitivity in Brand Localization	**Productivity Gains**: Streamlines localization with feedback-driven cultural insights. **Customer Experience**: Avoids cultural missteps to improve satisfaction.	AI improves localization efficiency by analyzing cultural differences, preventing miscommunication, and ensuring content aligns with local cultural norms. It enhances customer satisfaction by proactively addressing cultural sensitivity in marketing efforts.
Ensuring Global Content Consistency Across Markets	**Productivity Gains**: Automates adaptation of global content for local markets. **Enhanced Creativity**: Facilitates brainstorming for local adaptations. **Partner & Retailer Experience**: Offers customized guidelines for retailers.	AI enables consistency across markets by automating the adaptation of global guidelines. It also supports creativity by helping visualize market-specific scenarios and providing local retailers with tailored content, improving collaboration and brand alignment.
Market Analysis and Regional Media Insights	**Cost Efficiency**: Reduces reliance on external agencies for market intelligence. **Revenue Growth**: Enhances strategy for entering new markets, boosting local appeal.	AI provides valuable regional insights, reducing costs associated with external market analysis services. It helps tailor marketing strategies to regional preferences, improving market penetration and sales.
AI-Powered Shopping Assistant	**Revenue Growth**: Increases conversions with personalized recommendations. **Personalization**: Enhances tailored customer interactions. **Customer Experience**: Improves decision-making, reducing customer uncertainty.	AI-driven assistants provide personalized shopping experiences, improving customer satisfaction and driving revenue growth by offering relevant product recommendations and reducing decision fatigue.

In some cases, determining the relevance of specific attributes was challenging, especially when their impact on marketing productivity was indirect. To address this, informed assumptions were made to distinguish each attribute's influence better. For instance, while increased creativity might result in products that attract new customers and potentially drive revenue growth, this connection is speculative and does not guarantee increased revenue. When the impact of an attribute was uncertain, these considerations were documented under Other Considerations in each use case discussion.

This section evaluates various use cases for Generative AI in detail, focusing on their potential impact on identified marketing attributes. Each use case is assessed based on its contribution to these attributes, providing a comprehensive understanding of how the integration of AI could influence organizational performance in marketing-related tasks. Through a combination of insights gathered from interviews and a structured evaluation framework, the analysis highlights which use cases offer the most value aligned with specific business goals, ensuring that decision-makers can prioritize AI applications effectively.

4.4.1 Text Content Creation

Customized Product Descriptions for Retail Partners

A key challenge in product marketing is the need for unique content that avoids duplication and enhances SEO performance. When a company provides standardized descriptions to multiple retailers, search engines may favor competitors with better-optimized content. By leveraging Generative AI to customize product descriptions for retail partners, the company can improve its online visibility and foster stronger relationships with retailers.

Productivity Gains

Generative AI can significantly enhance organizational efficiency by streamlining the creation of product descriptions. Traditionally, writing multiple versions of product descriptions is a time-consuming and resource-intensive process, often limited by the availability of human resources. AI can automate this task, producing varied descriptions that align with the company's tone of voice. This allows copywriters to focus on refining content rather than starting from scratch, leading to substantial time savings and increased content output. By optimizing resources, this shift maximizes productivity and ensures quicker delivery of high-quality content.

Revenue Growth

Customized product descriptions give the company and its retail partners a competitive edge in search engine results. By addressing duplication issues and optimizing descriptions for SEO, the company can improve click-through rates and drive higher sales. Enhanced visibility in search rankings attracts more potential customers to the company's and retailers' websites, contributing to increased revenue. The strategic use of AI-generated content benefits direct sales channels and amplifies sales potential through third-party retailers, driving overall revenue growth.

Personalization Capabilities

Generative AI enables the personalization of product descriptions to suit different retail partners' unique preferences and audiences. Retailers often cater

to distinct customer segments, requiring descriptions that resonate with their specific audiences. AI leverages marketing insights and data to generate tailored product descriptions that align with the retailer's target demographics. This personalized approach increases the relevance and appeal of the content. Customizing content for retailers helps distinguish the company's products and enhances the effectiveness of marketing efforts.

Enhanced Creativity

AI enhances creativity by providing alternative ways to express product features and benefits. Copywriters often encounter creative blocks when producing varied descriptions about the same product that remain consistent with the brand's tone of voice. AI offers fresh perspectives and diverse language options, inspiring new ideas and helping explore different expressions. This collaboration between human writers and AI enriches the creative process, resulting in innovative and compelling product descriptions that capture customer interest and differentiate the brand from competitors.

Enhanced Partner and Retailer Experience

Providing customized product descriptions improves collaboration with retail partners by aligning content with their specific needs and customer bases. High-quality, tailored content supports retailers' marketing strategies and strengthens their ability to connect with target audiences. This synergy enhances retailer satisfaction, deepens partnerships, and fosters a more cooperative relationship. By helping retailers achieve better SEO performance and customer engagement, the company supports its partners and reinforces its brand integrity and market positioning. This collaborative approach can lead to long-term strategic advantages and mutual growth.

E-commerce Content Generation (Organic and Paid)

Productivity Gains

The demand for continuous content production across multiple platforms, such as social media, affiliate networks, and e-commerce channels, poses significant operational challenges for many companies. Generative AI can help automate repetitive tasks, like drafting campaign copy or creating multiple versions of advertisements tailored for different platforms, reducing the time required.

For instance, AI can streamline the production of narrative-driven marketing content, significantly reducing the time needed while balancing creativity with commercial appeal. Additionally, organizations that receive campaign briefs from various channel owners can benefit from AI's ability to quickly tailor content to meet the needs of e-commerce sites, social media platforms, and loyalty programs. This efficiency allows creative professionals

to focus on higher-value tasks, such as refining messages or conceptualizing new strategies, rather than starting from scratch.

Personalization Capabilities

Generative AI enables personalized content delivery at scale, which is particularly valuable for companies where storytelling plays a central role in the marketing strategy. AI tools can personalize product stories or marketing information for different customer segments or social media channels, increasing the relevance and engagement of the content.

On platforms like Instagram, Facebook, and Pinterest, where content length, style, and tone vary, AI can optimize messaging to align with each platform's audience, ensuring customer groups receive content tailored to their preferences. This personalization enhances customer interaction and conversion, driving greater brand engagement.

Enhanced Creativity

Companies that must integrate rich storytelling into their products while maintaining commercial appeal can leverage Generative AI as a creative partner. AI can generate fresh ideas, narratives, and concepts that align with storytelling objectives while informing customers about practical details like availability, pricing, and promotions. By providing a foundation of creative content, AI enables marketing teams to explore new angles and themes that resonate with their audience.

Similarly, companies that need diverse content across different channels, from social media posts to brand-focused text, can benefit from AI's creative support. AI tools can assist by generating initial drafts or suggesting innovative approaches, helping teams overcome creative blocks and produce original, impactful content that strengthens brand identity.

Partner and Retailer Experience Enhancement

For companies that rely on distributing content to partners for use on their channels, Generative AI can improve this process by customizing content to match each partner's audience and preferences. This enhances collaboration, improves partner marketing efforts, and ensures consistent brand messaging across all touchpoints.

AI-generated content can also enhance SEO optimization and differentiation for companies operating within affiliate networks, benefiting the company and its partners. This tailored content drives mutual growth, increases sales, and fosters stronger partner relationships.

Other Considerations

While AI-driven tools enhance content targeting and optimization – ensuring the right message reaches the right audience at the optimal time – these

capabilities may not significantly alter the current marketing functions. Companies have long been focused on optimizing content targeting and traffic conversion. While AI reinforces these efforts, its direct impact on revenue growth strategies may be limited, as it complements rather than radically changes existing approaches to converting traffic into sales.

E-commerce Newsletter and Promotional Emails Creation

Creating e-commerce newsletters and promotional emails is critical to many companies' marketing strategies. These efforts involve managing extensive email marketing campaigns that range from promotional messages to consumer engagement journeys. The goal is to enhance customer interactions, drive desired actions, and maintain consistent brand communication across multiple markets by providing engaging and personalized content.

Productivity Gains

Generative AI has the potential to streamline the creation and management of e-commerce newsletters and promotional emails by automating repetitive tasks and reducing the time required to produce content from scratch. The company often handles numerous promotional emails, reusing a significant portion of the content for recurring campaigns like seasonal sales or major shopping events while creating new material as needed.

The company may spend hours crafting these emails, with additional time to tailor content for different markets. Generative AI can significantly reduce this time, enhancing overall productivity. Additionally, AI can automate tasks such as generating emails for segmented lists based on customer behavior – a process often managed manually. By automating workloads, generating draft emails, and streamlining follow-up messages, for example, for customers who did not initially engage, AI can free up valuable time for more strategic activities.

Personalization Capabilities

Personalization is increasingly critical in marketing, and Generative AI offers robust solutions in this area. Many companies' email strategies segment campaigns based on user behavior, such as sending follow-up emails to non-openers. However, they may seek to advance these initiatives by personalizing emails based on specific customer interests, like particular hobbies or preferences. Many may lack the resources to do this at scale.

Generative AI can facilitate the implementation of these personalization strategies across a broader customer base. Companies could send more relevant offers based on individual preferences, purchase history, and behavior. This level of tailored interaction can increase engagement rates and strengthen customer relationships. Personalization can also benefit companies where storytelling plays a central role in marketing, helping ensure that

newsletters and promotional emails resonate more deeply with their audiences.

Enhanced Creativity

Content creation for newsletters and promotional emails often involves balancing the reuse of existing material with introducing fresh, engaging ideas. With limited resources, some companies struggle to develop compelling narratives for product-focused newsletters. Generative AI can serve as a creative partner, offering fresh copywriting ideas, alternative phrasing, and new angles for marketing messages.

Most content for small or recurring campaigns may be reused with minor adjustments, while more extensive or new campaigns receive more original content. By assisting in brainstorming and content development, AI can help marketing teams overcome creative blocks and diversify their messages. This collaboration allows human creativity to be augmented with AI-generated suggestions, leading to more engaging and varied communications across minor and major campaigns.

Customer Experience Enhancement

Generative AI can also enhance the overall customer experience, improve satisfaction, and strengthen brand loyalty by optimizing engagement through personalized newsletters, timely interactions, and relevant content. The use case discusses how customer journeys may be segmented based on actions like opening or clicking previous emails and indicating a desire for deeper customer engagement.

AI tools can analyze customer data, identify preferences, and deliver more personalized and timely emails. For example, AI can automatically trigger follow-up emails with more details about the product based on customer behaviors, ensuring engagement remains relevant without being intrusive. This can be especially beneficial for brands that create more lifestyle-focused content to enrich the customer journey. By focusing on personalization and relevance, brands will likely see improved open rates, click-through rates, and overall customer satisfaction.

Other Considerations

The combined benefits of increased efficiency, personalization, and enhanced creativity can directly contribute to revenue growth. More engaging and targeted emails are likely to improve conversion rates. For instance, personalized campaigns highlighting products aligned with customer interests can drive higher sales. Additionally, by reducing the time to market for promotional materials, companies can respond more quickly to trends and opportunities, making their marketing efforts more agile.

While the implementation of Generative AI enhances these existing marketing initiatives, it's important to note that these improvements build upon existing efforts rather than establishing them from the beginning. The motivation to increase productivity already exists, and AI amplifies this endeavor. Therefore, the contribution to revenue growth is considered indirect in this context.

Inspirational and Educational Content Generation

The company may seek to offer valuable educational and inspirational content to enhance market presence and provide value to its customers. This content includes practical tips for using the company's products effectively across various situations throughout the year, such as guiding tasks that may benefit from specific tools or techniques.

By incorporating Generative AI, there is potential to significantly expand content output, offering more insights to its audience while showcasing its product offerings. This would also provide flexibility in addressing trending topics, which could increase website traffic and attract new customers.

In response to changing online reading habits, the company's interest may focus on producing easily scannable, informative content with clear key points. Generative AI tools can create well-structured and reader-friendly content by optimizing text formatting such as paragraphs, bolding, and headings, improving readability and engagement.

Productivity Gains

The introduction of Generative AI presents a significant opportunity to boost productivity by reducing the time required to create high-quality content. Developing inspirational and educational materials involves extensive research and can take several months, resulting in limited numbers of articles.

Generative AI can smooth the content creation by quickly drafting initial versions, organizing information, and suggesting optimal formatting. This enables the company to produce more content without a corresponding increase in resources or time. The efficiency gained allows for more frequent and diverse content production, improving the company’s market presence and influence.

Revenue Growth

Using Generative AI to increase content production can directly impact revenue growth. By offering a higher volume of timely, valuable content across a broader range of topics, the company can attract more visitors to its digital platforms, boosting organic traffic, improving search engine rankings, and increasing engagement with its target audience. This expanded reach

strengthens brand awareness and creates more opportunities to convert visitors into paying customers.

Additionally, the ability to quickly cover trending topics ensures the company remains relevant and capitalizes on current market trends, enhancing visibility in search results and driving improved SEO performance. This increase in traffic and engagement creates opportunities for higher conversion rates, leading to increased sales and revenue.

Enhanced Creativity

Generative AI introduces new possibilities for creative content development at the company. While content has traditionally been created manually or by refining existing materials, integrating AI enables more innovative and practical presentations of the company's products. AI can support the brainstorming process for blog posts, how-to guides, and other inspirational content, reducing the need for manual ideation and speeding up the creative process.

Additionally, AI tools can optimize content presentation, enhancing the visual appeal and readability of the material. Using bold text, varied text sizes and scannable headings can emphasize key points, creating a more engaging experience for readers. This creative enhancement helps the company's content stand out in a crowded digital landscape by offering a visually appealing and user-friendly experience.

Customer Experience Enhancement

Enhancing the customer experience is another critical factor of this initiative. The company may aim to provide educational content that is informative and suited to online reading habits. Generative AI can be leveraged to optimize content for digital platforms by structuring text into well-organized, scannable sections that align with modern consumer preferences for easily digestible information.

By incorporating formatting techniques such as bold text, varied text sizes, and clear headings, the company can ensure that key points are easily identified, further improving customer satisfaction by providing content. This focus on user experience strengthens brand perception and fosters customer loyalty.

Press Release Drafting and Creation

The use case highlights the challenges and benefits of incorporating Generative AI into the content creation process for a brand with strict guidelines and unique storytelling traditions. A significant challenge arises from the brand’s rules, particularly regarding proper name usage, tone of voice, and historical context. These requirements make content creation more complex, especially

when relying on AI tools that may not fully capture brand-specific nuances. As a critical communication tool for both media and consumers, the press release demands high accuracy and adherence to these guidelines, as it forms the foundation for all subsequent content.

Productivity Gains

Integrating Generative AI into press release drafting offers the potential for improving efficiency. The manual work in maintaining brand consistency, especially across content like press releases, can be time-consuming. AI can streamline this process by generating initial drafts, ensuring adherence to basic rules, and suggesting writing styles that align with the brand's standards. This allows content to be produced faster without compromising quality, freeing human resources to focus on refining the tone and adding creative elements, thus boosting overall productivity.

Enhanced Creativity

Creativity is crucial in drafting compelling press releases, particularly for companies with rich storytelling traditions. While strict rules on naming and tone can feel limiting, AI has the potential to enhance the creative process by offering fresh approaches to structuring content and suggesting innovative themes.

It can also propose language that aligns with brand guidelines while avoiding repetition, blending factual details with the brand's narrative style. AI's ability to provide structured suggestions based on past data can help overcome creative blocks, allowing content creators to focus on crafting engaging, relatable, and informative press releases that remain true to the brand's identity.

Product Description Generation

Implementing Generative AI for product description generation presents a significant opportunity to enhance content creation processes. Traditionally, organizations have relied on copywriters to craft descriptions based on detailed product data, typically managed through spreadsheets and inputs on features and unique selling points. This manual process ensures that key attributes are prominently highlighted and that descriptions adhere to specific requirements for length and tone. However, the conventional approach faces challenges such as repetitive language and insufficient emphasis on certain product aspects.

Depending on the product, some companies prioritize aesthetic elements over functionality, while others need to incorporate rich historical narratives or align descriptions with specific themes embedded in product designs. Additionally, each brand's consumer preferences may vary, prompting organizations to shift from lengthy narratives to shorter, more concise descriptions,

often incorporating bullet points and structured content for easier comprehension. Flexibility in the format and style of product descriptions has become increasingly important.

Integrating Generative AI addresses these challenges by automating the initial drafting process, allowing copywriters to focus on more creative, high-value tasks. At the same time, the AI manages repetitive, data-driven aspects of content creation.

Productivity Gains

Integrating Generative AI into the product description workflow can significantly boost organizational efficiency. Traditionally, creating product descriptions is a labor-intensive task that requires copywriters to sift through extensive product data, prioritize key selling points, and maintain consistent quality across all content. This process often involves coordinating information from multiple departments and sources, making it time-consuming and resource-heavy.

Generative AI streamlines this workflow by automating the transformation of product images and text sources into drafts. AI can generate descriptions in bulk, allowing companies to manage large product inventories without a proportional increase in resource allocation. By automating repetitive, data-intensive tasks – such as integrating factual details and highlighting key features – AI reduces manual effort and enables more efficient resource management, ultimately leading to higher organizational productivity.

Enhanced Creativity

Generative AI also opens new avenues for creativity in product descriptions. By offering alternative ways to present product benefits, storytelling, and narratives, AI helps companies avoid repetitive content, making descriptions feel fresher and more engaging. This particularly benefits companies that value storytelling or emphasize craftsmanship and design heritage. While product descriptions often focus on factual information, AI can suggest creative angles, unique descriptors, and alternative ways to frame standard features, helping brands connect more deeply with their customers.

Collaboration with AI fosters a hybrid approach that combines the strengths of human creativity and machine-generated insights. AI can assist copywriters in overcoming creative blocks by offering fresh ideas, supporting brainstorming, and inspiring new concepts. At the same time, human writers refine these ideas to align with the brand's voice and identity. This synergistic process empowers marketers and copywriters to explore innovative product presentation methods, leading to more engaging and effective descriptions that resonate with consumers.

Product Description Shortening and Simplification

Creating tailored versions of product descriptions for various platforms and marketing needs is essential. Typically, a company may produce multiple versions, such as long, medium, and short. One brand might prioritize functionality in its descriptions, while another may emphasize storytelling elements aligned with its identity. The process often starts with a long description that is then adapted into shorter formats rather than drafting each version from scratch.

Productivity Gains

Generative AI offers significant potential for enhancing productivity in the content creation process, particularly in shortening product descriptions. Manually converting longer descriptions into medium and short formats can be time-consuming and labor-intensive. AI tools can efficiently generate concise versions that meet specific character limits, allowing content creators to focus their time and energy on other critical tasks.

4.4.2 Visual Content Creation

Custom Visual Content Creation

This use case explores the application of Generative AI to automate and enhance the creation of tailored visual content for diverse marketing and retail purposes. In industries where product imagery is crucial in customer engagement, efficiently producing customized visuals is essential. This approach addresses challenges such as creating differentiated images adapted for various platforms, markets, and partners, highlighting the potential of AI to streamline workflows and boost creative output.

Productivity Gains

Generative AI offers the potential to improve organizational efficiency by automating tasks such as image creation and editing, which are traditionally time-consuming. For example, substantial time is typically devoted to manual image editing, including background removal, resizing, and adjustments for different platforms like e-commerce websites, digital storefronts, and newsletters. Implementing AI-driven solutions can help automate these processes, reduce manual labor, and enable teams to focus on higher-value tasks or produce more content without sacrificing quality, ultimately enhancing operational efficiency.

Personalization Capabilities

Generative AI's ability to customize visual content for specific markets and contexts underscores its strong potential for personalization. The company must often place products in different settings to cater to regional or market-specific preferences. For instance, some markets or sellers might prefer

masculine visuals or imagery featuring culturally relevant elements. AI-generated visuals allow the company to quickly and effectively cater to these preferences, ensuring that marketing materials are relevant and targeted to the audience.

Enhanced Creativity

Generative AI is critical in unlocking new creative possibilities that would otherwise require substantial time, effort, and creative input. AI can generate tailored imagery on demand for companies looking to produce themed product images for various sizes and crops. AI's capacity to brainstorm and create innovative visual concepts allows the company to respond quickly to marketing trends, holidays, and special events. This enhances the creative process by supporting designers and marketers in creativity and execution, allowing for more dynamic and diverse content.

Partner and Retailer Experience Enhancement

Enhancing the experience and satisfaction of partners and retailers is crucial for a company that relies on distribution networks to reach end customers. By leveraging Generative AI, the company can deliver customized visual content tailored to each partner's or retailer's needs and preferences. Retailers, for example, often prefer unique images for their product pages rather than using the same visuals as other sellers.

The company can generate personalized imagery with AI considering target customer demographics, regional preferences, and retailer-specific requirements. This tailored approach strengthens relationships with partners and retailers, fostering collaboration and supporting their marketing strategies across products and markets, enhancing overall satisfaction and positioning.

Image and Video Content Creation

This use case explores the potential of Generative AI to enhance image and video content creation processes within an organization. Generative AI can produce high-quality visuals based on prompts that align with established brand guidelines, offering an efficient solution for content creation, particularly when the content is not required to depict specific products. This allows for greater flexibility in aligning with broader marketing and branding strategies. The AI is designed to complement, not replace, traditional photography and marketing efforts, especially for lifestyle or situational imagery where products are shown indirectly rather than explicitly featured.

Productivity Gains

The use of AI in content creation can boost productivity. By quickly generating image and video content, AI reduces the time and manual effort typically involved in these processes. Teams no longer need extensive time to plan and develop media from scratch. Instead, they can input prompts aligned with brand values and receive high-quality content in a fraction of the time. This reduction in manual workload enables staff to focus on more strategic initiatives, optimizing resource utilization and delivering more effective outcomes.

Enhanced Creativity

Another key advantage is the enhancement of creativity. AI's ability to generate various visual concepts enables teams to explore new creative directions without being constrained by human limitations such as time, skill, or ideation blocks. By incorporating AI into the content creation process, marketing teams can experiment with diverse styles, visual themes, and concepts that may not have been considered otherwise. This collaboration between human intuition and AI-generated suggestions enriches the creative process, leading to more dynamic and engaging content that reflects the company's brand identity while sparking innovation.

Other Considerations

While the generated content, in this case, does not need to showcase specific products, it can be tailored to resonate with different customer segments. By adjusting prompts, teams can create visuals that reflect the preferences and needs of various demographics. This ability to customize content while maintaining brand consistency highlights AI's potential to contribute to personalized marketing strategies, an increasingly important aspect of modern marketing. While personalization may not be the primary motivation behind implementing this use case and might not be used frequently, the personalization functionality of Generative AI opens new possibilities worth considering.

Image Outpainting

The use case centers around the need for employees to create images that extend beyond conventional dimensions. This technique, known as image outpainting, allows images to be repurposed for contexts beyond their original intent. Generative AI tools like Adobe Firefly enable this process, offering a superior solution where traditional methods, such as combining multiple pictures or cropping, often fall short in quality and efficiency. This technological advancement addresses the need for proportionally wider or taller images, which conventional photography and cropping techniques cannot adequately fulfill.

Productivity Gains

Image outpainting enhances productivity by reducing the time and effort required to create complex visual content. Traditionally, marketing teams must composite multiple images or engage in detailed post-production editing to meet specific dimensional requirements. These tasks are labor-intensive and demand considerable creative and technical expertise. By leveraging Generative AI tools like Adobe Firefly, employees can streamline the process and quickly produce extended images, cutting down on photography and editing time. This accelerates workflows, allowing marketing professionals to focus on higher-value tasks, ultimately boosting overall organizational efficiency.

Additionally, this feature offers greater flexibility during photo shoots. Photographers no longer need to adhere strictly to predetermined aspect ratios, and images not originally shot for specific purposes can be easily adjusted to fit new dimensional requirements. Generative AI can quickly modify the dimensions with minimal effort if an initial image does not meet particular criteria. This adaptability in the production process is a clear driver of productivity gains.

Enhanced Creativity

One of the most compelling aspects of image outpainting is its ability to enhance creativity. By allowing marketers to extend images beyond traditional photographic constraints, Generative AI empowers them to explore new visual concepts that might otherwise be unattainable using conventional tools. This flexibility enables teams to experiment with unique layouts, proportions, and compositions, fostering more innovative and engaging marketing materials.

Generative AI is a creative collaborator, offering novel ideas and extensions to existing images that might not have been considered manually. This opens up new avenues for artistic expression and creative problem-solving, particularly in visual storytelling. By blending human creativity with AI's generative capabilities, marketing teams can push the boundaries of their visual campaigns, producing fresher and more impactful imagery that stands out in a competitive landscape.

Point of Sale Materials Ideation and Content Creation

This use case examines how Generative AI can streamline and enhance the creation of POS marketing materials, such as branded signage and fact cards. The use case is unique in that it involves generating both textual and visual content, demonstrating AI's capacity to automate the production of comprehensive POS materials. Traditionally, this process is time-consuming due to the need for asset approvals and design finalization. Generative AI can

improve workflow efficiency, accelerate content production, and foster creative ideation.

Productivity Gains

Generative AI enhances organizational efficiency by speeding up the development of POS materials. Traditionally, creating these assets requires coordination across teams, often leading to delays as teams await final approvals. AI can reduce the time needed for text and visual elements in content drafting. This acceleration allows marketing teams to complete projects earlier, meet deadlines more consistently, and relieve pressure from potential delays caused by waiting for final approvals.

Enhanced Creativity

Generative AI contributes to the creative process by offering new perspectives and ideas. The technology can assist in brainstorming sessions, suggest innovative design concepts, and provide diverse content variations that may not have been considered otherwise. This collaborative interaction between human creativity and AI-generated insights can lead to more engaging and attention-grabbing POS materials. The marketing team can develop more effective strategies to capture customer interest by overcoming creative blocks and expanding the pool of ideas.

Customer Experience Enhancement

Improved POS materials may directly impact the customer experience by delivering more engaging and informative content. The company can share richer brand messaging with consumers by utilizing Generative AI, for example, to create detailed fact cards and craft information. Enhanced visuals and compelling narratives contribute to a more immersive in-store and outdoor experience, fostering a stronger connection between the customer and the brand.

Partner and Retailer Experience Enhancement

The use of Generative AI also has positive implications for partners and retailers. By streamlining the creation of POS materials, the company can provide retailers with high-quality, customized content more efficiently. Improved collaboration and timely delivery of assets strengthen the relationship between the company and its retail partners. By aligning marketing efforts and providing valuable resources, the company enhances the retailer experience, leading to more effective partnerships and mutual growth.

4.4.3 Translation and Localization

Translation and localization are crucial for companies operating in diverse regions and linguistic markets. Many international companies depend on these efforts to ensure their content connects effectively with various audiences. This often involves translating and adapting e-commerce materials, newsletters, promotional emails, educational content, POS materials, press releases, and product descriptions to align with cultural and linguistic norms.

For instance, marketing content tailored to US audiences may be perceived as overly promotional when presented in European markets. Generative AI offers a solution by adapting word choices and sentence structures to regional preferences. While each company may have different needs, the challenges are often similar – translation is typically a time-consuming process that can lead to delays, particularly when coordinating product launches or marketing campaigns across multiple countries.

Companies often rely on in-house teams or external providers for translations, which can contribute to potential delays. Generative AI presents an opportunity to expedite the process and enhance localization efforts by offering quicker, more efficient solutions.

Productivity Gains

Generative AI holds the potential to boost productivity in translation and localization workflows. Many organizations identify translation as a bottleneck in their content production. Local teams responsible for translations often face competing priorities, which can result in missed deadlines and delayed product releases. Automating translations using AI can help the company meet deadlines more consistently by reducing the time required to produce multilingual content.

The workflows typically involve preparing content in a primary language, organizing it into structured formats, and then sending it to local teams for translation. This process is time-consuming and dependent on the availability of resources, either internally or via outsourcing, and it can be even more challenging for less commonly spoken languages. Generative AI can streamline this by producing instant translations, decreasing local teams' post-editing, and accelerating the overall process.

Cost Efficiency

Generative AI also offers the potential for cost savings in translation and localization. Many companies spend considerable amounts on outsourced translation services, typically billed by word count. Even when using external translators, internal teams still need to review the content to ensure accuracy and cultural relevance, which can be time-consuming.

By integrating AI, organizations can reduce their dependency on external providers. AI-generated translations can serve as a starting point that internal teams can quickly review and finalize, significantly reducing outsourcing costs and time spent on content verification. This approach allows the company to reduce operational expenses while maintaining high standards of quality and consistency across different markets.

Enhanced Creativity

Beyond efficiency, Generative AI enhances creativity in localization efforts. Translating culturally rich content, such as marketing campaigns, e-commerce content, or product descriptions, often requires a deep understanding of local idioms and expressions. Traditional machine translation tools usually fail to capture these nuances, leading to content that feels inauthentic or misaligned with local expectations.

With properly designed prompts, Generative AI can produce more linguistically appropriate translations, helping maintain brand consistency while adapting to local sensibilities. This is particularly important for maintaining brand consistency across regions, where content needs to resonate with specific cultural contexts. Generative AI can support local teams in adapting global assets to align with local preferences, ensuring that content remains relevant and authentic.

Other Considerations

Many international companies have long been focused on providing localized content for different markets, even before the advent of Generative AI. However, the introduction of Generative AI represents a significant advancement in optimizing these processes. Many companies already provide localized content to enhance customer and partner experiences. Still, the primary drivers for adopting AI are increasing productivity, reducing costs by minimizing external services, and enhancing creative output by better capturing local translation nuances.

4.4.4 Global Consistency and Cultural Sensitivity

Cultural Sensitivity in Brand Localization

This use case emphasizes the critical importance of aligning global marketing strategies with local cultural contexts to resonate effectively with diverse audiences. A company may provide marketing materials centrally in English, leaving individual regional teams responsible for localization. However, this decentralized approach can sometimes lead to cultural misinterpretations, such as using colors or symbols with negative connotations in specific markets. For example, certain design elements might evoke undesirable associations in some cultures.

Feedback on these issues should be communicated to inform future campaigns. Relying solely on this reactive method highlights the need for a more proactive strategy to address cultural sensitivities. Failure to consider these nuances can undermine brand perception and negatively impact the customer experience.

Productivity Gains

Proactively ensuring cultural appropriateness in content before its release can lead to significant productivity gains. The company can leverage Generative AI to streamline the localization process by gathering feedback and analyzing cultural differences. Such systems would analyze data, provide insights, and guide teams in creating content that avoids cultural missteps.

This approach minimizes the manual work required for localization, allowing regional teams to generate content more efficiently and with fewer revisions. As a result, content production is accelerated, freeing up resources and enabling teams to focus on more strategic tasks, thus improving overall operational efficiency.

Customer Experience Enhancement

Cultural misalignments in marketing – such as the inappropriate use of symbols or colors – can negatively impact customer experience. Generative AI can address these challenges by identifying potential issues in real-time and offering insights on adapting content to align with local cultural expectations.

Additionally, these systems can proactively assess whether content and products suit specific markets before launch, helping the company avoid miscommunication. This continuous improvement process, driven by real-time feedback, enhances customer satisfaction and fosters stronger brand loyalty, particularly in culturally diverse markets.

Ensuring Global Content Consistency Across Markets

International companies often face challenges in maintaining global content consistency across diverse markets. Balancing global uniformity with local relevance can be difficult, especially with varying retail formats between partners and owned stores. Additionally, feedback from different markets often lacks clear evidence or rationale, making it harder for the company to address specific issues effectively. This can lead to significant time being spent responding to market feedback.

Productivity Gains

Implementing Generative AI tools can enhance organizational efficiency by automating the adaptation of visual merchandising guidelines for different markets and retail formats. AI can generate location-specific guidelines and visualizations, reducing the manual effort required to tailor content for each

market. This automation speeds up the content creation while minimizing the time spent on back-and-forth communications with individual markets.

For instance, Generative AI can quickly produce culturally appropriate visual merchandising setups based on past data and automatically suggest modifications to images or language. This allows focus more on strategic planning than administrative tasks, boosting productivity without increasing resources.

Enhanced Creativity

Generative AI can also contribute to brainstorming and idea generation to adapt global guidelines to different formats. By helping the team visualize various scenarios and environments, AI fosters human-AI collaboration to create more innovative and tailored solutions. This maintains brand consistency while accommodating local store setups, overcoming creative blocks, and introducing fresh perspectives that might not emerge through traditional methods.

Partner and Retailer Experience Enhancement

Generative AI can significantly improve the experience of partners and retailers by providing them with customized, easy-to-implement guidelines. Since a one-size-fits-all approach is ineffective due to differences between partners and owned stores, AI can generate detailed visualizations showing how to adapt guidelines to various store formats and cultural contexts. This leads to a more consistent global brand image.

Market Analysis and Regional Media Insights

This use case highlights challenges commonly faced by companies expanding into international markets, particularly in Asia. While well-established in its home market, the company encounters barriers in Asian markets due to language differences and unfamiliar media landscapes. The variations in digital platform usage, where Western-oriented platforms like Facebook and Instagram are less prevalent, present further challenges in effectively engaging with local audiences. To address these obstacles, Generative AI offers a promising solution by providing market intelligence, cultural insights, and content localization strategies.

Cost Efficiency

Generative AI presents a cost-effective alternative to relying on external agencies for market intelligence and translation services. Many companies often incur significant expenses by outsourcing these functions due to limited in-house expertise in local languages and cultural nuances. With the implementation of Generative AI tools, the company can access real-time market insights and perform translations internally, reducing the need for third-

party services. This shift results in financial savings and streamlines operations by minimizing reliance on external providers.

Revenue Growth

A lack of cultural understanding and ineffective use of local media platforms can hinder a company's ability to present its products compellingly in new markets. Generative AI can help analyze regional market data and consumer behavior, enabling more effective strategies aligned with local preferences and trends. By tailoring product presentations and marketing campaigns to each market's specific needs and expectations, the company can enhance its appeal to local consumers. This targeted approach will likely boost sales and contribute to revenue growth, particularly in critical regions for international expansion.

4.4.5 Chatbots and Virtual Assistants

AI-Powered Shopping Assistant

The transition from physical retail to online sales presents significant challenges for product categories traditionally sold in stores. Customers often face uncertainties about product attributes such as weight, feel, and size – factors that are difficult to assess in online environments. Additionally, the vast and diverse product portfolios available online can be overwhelming, particularly for those unfamiliar with the product range, often resulting in decision paralysis.

An AI-powered shopping assistant can address these challenges by offering personalized product recommendations, answering customer questions, and providing comparative analyses to guide them toward the most suitable options. This not only boosts customer confidence in making online purchases but also simplifies the decision-making process. By engaging customers with targeted questions about their needs and preferences, the AI assistant creates a more tailored and intuitive shopping experience.

Revenue Growth

The deployment of an AI-powered shopping assistant also has the potential to drive revenue growth. The AI increases the likelihood of purchasing by enhancing the customer experience and providing personalized, data-driven product recommendations. Customers who receive tailored recommendations and detailed information about the products are more likely to find products that meet their needs, leading to higher satisfaction and a greater likelihood of completing a purchase. Additionally, by simplifying the decision-making process, the assistant can reduce cart abandonment rates and encourage repeat business. This can contribute to increased sales and overall revenue growth for the company.

Personalization Capabilities

The AI-powered shopping assistant significantly enhances personalization capabilities. By analyzing individual customer inputs and behaviors, the assistant delivers tailored recommendations that resonate with each customer's unique preferences and needs. This personalization level aligns with consumers' growing expectations for customized interactions, where they expect brands to understand and anticipate their requirements. This improves the overall shopping experience and increases the likelihood of conversion, as customers are presented with products that genuinely fit their needs.

Customer Experience Enhancement

The AI-powered shopping assistant addresses a key challenge: customers' uncertainty about product characteristics and an overwhelming array of product options. The AI simplifies decision-making, reduces uncertainty, and enhances customer satisfaction by offering detailed comparisons and personalized recommendations. This leads to an enriched online shopping experience, helps mitigate decision paralysis, and ensures customers feel supported throughout the process, boosting trust and loyalty in the brand.

Other Considerations

While less direct, the AI-powered shopping assistant also offers productivity gains by automating many aspects of the customer support and sales process. Traditionally, human support staff would need to assist customers with product queries, comparisons, and recommendations, which can be time-consuming and resource-intensive. The AI takes over these tasks, operating at scale and without time restrictions, which enables the organization to serve more customers simultaneously and efficiently. This increase in efficiency translates to cost savings and operational improvements, further enhancing the company's overall productivity.

4.4.6 Generative AI Use Case Evaluation Summary

Table 7 summarizes the evaluation of various Generative AI use cases across several identified attributes, emphasizing their potential impact on marketing productivity. As Acemoglu (2024) and Baily et al. (2023) noted, AI is crucial in enhancing productivity by improving output efficiency, particularly for cognitive workers. A survey by The Conference Board (2023) revealed that marketing professionals primarily view AI as a productivity enhancer, a perspective reinforced by the findings of this study. The use cases examined in this research demonstrate a strong potential for productivity gains.

The table's numeric values represent how each use case influences a specific attribute if the Generative AI is implemented. A value of "1" indicates a significant positive contribution, whereas a "0" signifies no notable impact. This systematic approach facilitates the analysis of which Generative AI use

cases align most effectively with organizational objectives such as boosting productivity, reducing costs, or enhancing customer and partner experiences.

For example, use cases related to text content creation positively impact productivity, personalization capabilities, and creativity. Similarly, visual content creation tasks contribute to productivity gains and creative outputs while enhancing customer and partner experiences. Furthermore, translation and localization use cases exhibit significant potential for improving cost efficiency by reducing reliance on external services. Conversely, the use case related to chatbots and virtual assistants shows relevance for revenue growth and experience enhancement, making it particularly suitable for companies focused on improving customer satisfaction and driving sales.

By applying this evaluation framework, companies can prioritize use cases that best align with their strategic goals and available resources. For instance, a company aiming to reduce costs may focus on use cases that score highly in productivity and cost efficiency. Alternatively, if the objective is to improve customer experience, use cases that impact personalization and customer satisfaction should be prioritized. Additionally, the framework is flexible enough to incorporate further metrics, such as the frequency of use cases or estimated time savings achieved by implementing Generative AI. This added dimension can guide companies in making more informed decisions about which use cases to execute and prioritize.

Although the current analysis does not rely on row sums for evaluation, the framework allows this flexibility. For example, if a company prioritizes financial metrics such as profitability, it could select attributes like productivity gains, revenue growth, and cost efficiency as key focus areas. In such cases, summing the values across these selected attributes would enable companies to rank and prioritize use cases that offer the most comprehensive financial benefits.

Table 7: Summary of Generative AI Use Cases and Their Impact on Productivity Attributes

Category	Generative AI Use Case	Productivity Gains	Revenue Growth	Cost Efficiency	Personalization Capabilities	Enhanced Creativity	Experience Enhancement	
							Customer	Partner and Retailer
Text Content Creation	Customized Product Descriptions for Retail Partners	1	1	0	1	1	0	1
	E-commerce Content Generation (Organic and Paid)	1	0	0	1	1	0	1
	E-commerce Newsletter and Promotional Emails Creation	1	0	0	1	1	1	0
	Inspirational and Educational Content Generation	1	1	0	0	1	1	0
	Press Release Drafting and Creation	1	0	0	0	1	0	0
	Product Description Generation	1	0	0	0	1	0	0
	Product Description Shortening and Simplification	1	0	0	0	0	0	0
Visual Content Creation	Custom Visual Content Creation	1	0	0	1	1	0	1
	Image and Video Content Creation	1	0	0	0	1	0	0
	Image Outpainting	1	0	0	0	1	0	0
	Point of Sale Materials Ideation and Content Creation	1	0	0	0	1	1	1
Translation and Localization	E-commerce Content Translation (Organic and Paid)	1	0	1	0	1	0	0
	E-commerce Newsletters and Promotional Emails Translation	1	0	1	0	1	0	0
	Inspirational and Educational Content Translation	1	0	1	0	1	0	0
	Point of Sale Materials Translation for Local Markets	1	0	1	0	1	0	0
	Press Release Translation	1	0	1	0	1	0	0
	Product Description Localization	1	0	1	0	1	0	0
Global Consistency and Cultural Sensitivity	Cultural Sensitivity in Brand Localization	1	0	0	0	0	1	0
	Ensuring Global Content Consistency Across Markets	1	0	0	0	1	0	1
	Market Analysis and Regional Media Insights	0	1	1	0	0	0	0
Chatbots and Virtual Assistants	AI-Powered Shopping Assistant	0	1	0	1	0	1	0

5 Discussion

This section thoroughly examines the core insights derived from the study, contextualizing their implications within the academic literature and practical applications for the case company. The discussion begins with a detailed summarization of the study's results, which outlines the identification, evaluation, and practical strategies for leveraging Generative AI in marketing (Section 5.1). Following this, contributions to the academic discourse on AI in marketing are articulated, emphasizing the development of a tailored evaluation framework and insights into human-AI collaboration (Section 5.2). The section also acknowledges the study's limitations, discussing constraints related to data collection and scope, which suggest potential areas for deeper investigation (Section 5.3). Finally, future research directions are proposed, pointing towards opportunities for more targeted, quantitative, and longitudinal studies to understand better the ongoing and evolving impact of Generative AI on marketing function (Section 5.4).

5.1 Results Summarization

This section presents a comprehensive overview of the study's key findings, including developing practical implementation strategies, identifying and classifying Generative AI use cases within the marketing function, and creating an evaluation framework to assess their effectiveness.

5.1.1 Practical Strategies for Implementation

The practical integration of Generative AI into marketing operations necessitates strategic planning and continuous collaboration. Key insights from the study highlight the importance of:

- **Effective Prompt Engineering**: The quality of AI-generated outputs heavily depends on the precision and detail of user prompts. Developing robust prompt engineering skills is essential for maximizing the effectiveness of Generative AI tools.
- **User Training and Support**: Comprehensive training programs, including hands-on demonstrations and peer-to-peer knowledge sharing, are crucial for empowering marketing professionals to leverage AI tools effectively. Structured training can mitigate the steep learning curves and enhance user proficiency.
- **Balancing Centralization and Flexibility**: A hybrid approach combining centralized guidelines for brand tone with decentralized prompt flexibility allows consistency and creativity. This balance ensures that AI-generated content aligns with brand identity while catering to diverse marketing needs.

- **Enhancing Workflow Integration**: Seamless integration of Generative AI tools into existing workflows, such as importing/exporting data and automating repetitive tasks, can significantly enhance operational efficiency and reduce manual efforts.
- **Ensuring Privacy and Security**: Developing robust policies to safeguard sensitive data is crucial. Implementing secure, closed environments for AI interactions can alleviate privacy concerns and build employee trust.
- **Facilitating Continuous Experimentation**: Encouraging employee-led initiatives and supporting experimentation can drive innovation and uncover new applications of Generative AI in marketing. This proactive approach fosters a culture of continuous improvement and adaptability.

5.1.2 Identification and Categorization of Use Cases

The study identified three primary applications of Generative AI within the marketing domain: Generative AI Assistants, Commercially Available Solutions, and Developed In-House Solutions. Each category offers distinct advantages and limitations. Generative AI Assistants, such as ChatGPT and Microsoft Copilot, provide flexibility and ease of access but raise concerns regarding data privacy and inefficiency for repetitive tasks. Commercially Available Solutions like Jasper.ai and Adobe Firefly streamline specialized content creation without requiring extensive in-house development, although with subscription costs and potential integration hurdles. Conversely, Developed In-House Solutions leverage proprietary data for tailored applications, enhancing security and integration but demanding significant resources for implementation and maintenance.

The categorization of use cases into five key areas – Text Content Creation, Visual Content Creation, Translation and Localization, Global Consistency and Cultural Sensitivity, and Chatbots and Virtual Assistants – facilitates a structured approach to understanding the diverse applications of Generative AI in marketing. This categorization not only delineates the domains where Generative AI can be leveraged effectively but also assists marketers in prioritizing AI initiatives that align with their strategic goals and address distinct operational challenges they face.

5.1.3 Evaluation Framework and Use Case Assessment

The self-developed evaluation framework developed in this study provides a structured approach to assess Generative AI's effectiveness based on seven key attributes: Productivity Gains, Cost Efficiency, Revenue Growth, Personalization Capabilities, Enhanced Creativity, Customer Experience Enhancement, and Partner and Retailer Experience Enhancement.

- **Productivity Gains** emerged as a predominant benefit across multiple use cases, with Generative AI significantly reducing time and resource expenditures in content creation, translation, and visual content generation.
- **Cost Efficiency** is particularly notable in translation and localization efforts, where Generative AI reduces reliance on expensive external services. By automating translations and localizing content, companies can achieve substantial financial savings while maintaining high-quality standards.
- **Revenue Growth** is facilitated through enhanced SEO performance, personalized customer interactions, and optimized marketing campaigns. AI-powered tools that tailor product descriptions and recommendations can improve search engine rankings and conversion rates, driving sales and revenue.
- **Personalization Capabilities** are significantly enhanced by Generative AI, enabling the creation of tailored content that resonates with specific customer segments. This enhanced personalization fosters deeper customer engagement and strengthens brand loyalty by focusing on individualized experiences and responding promptly to emerging marketing trends.
- **Enhanced Creativity** is another critical attribute, where AI tools assist in overcoming creative blocks and generating innovative content. By collaborating with human marketers, Generative AI can inspire new ideas and diverse expressions, enriching the creative process and creating more compelling marketing materials.
- **Customer Experience Enhancement and Partner and Retailer Experience Enhancement** further illustrate the holistic impact of Generative AI. Personalized interactions and optimized content delivery improve customer satisfaction and brand perception, while tailored content for partners and retailers fosters stronger collaborative relationships and market positioning.

5.2 Contributions to Academic Research

This research makes significant contributions to the academic literature on the intersection of marketing and AI, specifically focusing on integrating Generative AI into the marketing function of consumer goods companies. While prior studies have explored the potential of Generative AI in marketing (Robbert et al., 2023; I. Thomas, 2023), there remains a gap in industry-specific applications tailored to particular sectors.

A primary contribution of this study is the identification and systematic evaluation of Generative AI use cases tailored to the marketing needs of the case company. By concentrating on a consumer goods company, this research addresses the call for more practical, industry-specific implementations of AI technologies (Oberoi, 2023; Velev & Zlateva, 2023). This focused analysis offers a nuanced understanding of how Generative AI can enhance productivity, personalization, and cost efficiency in the consumer goods sector, thereby enriching the growing body of literature on AI applications in marketing.

Another key contribution is developing an evaluation framework designed explicitly for Generative AI use cases in marketing. This framework moves beyond traditional financial metrics of marketing effectiveness (Mittal & Khandai, 2009; Rust et al., 2004). It introduces a novel approach incorporating attributes such as productivity gains, cost efficiency, and enhanced creativity. By expanding traditional perspectives on marketing efficiency to include qualitative aspects like personalization and improved customer experience (Velev & Zlateva, 2023), the framework provides researchers and practitioners with a new lens to assess AI's impact beyond immediate financial metrics, thereby broadening the discourse on marketing productivity.

The research also deepens the understanding of strategic implementation practices for Generative AI. While much of the existing literature emphasizes the theoretical potential of AI (Berg et al., 2024; Harkness et al., 2023), practical insights into change management, technology readiness, and the integration of AI within existing organizational structures are less explored. By analyzing the challenges and opportunities the case company faces, this study bridges the gap between theoretical benefits and practical complexities in real-world implementation, contributing valuable knowledge to academia and industry.

Lastly, the emphasis on human-AI collaboration in this study contributes to the literature on augmented intelligence, highlighting the potential of AI to augment rather than replace human work (D. H. Autor, 2024; Brynjolfsson et al., 2024). It underscores how Generative AI tools can complement human input in creative and decision-making processes, aligning with the perspective of AI as a co-creator (Rosário, 2024). It suggests that Generative AI can free marketing professionals from routine tasks, allowing them to focus on strategic and creative initiatives. This balanced perspective promotes a more optimistic view of AI's role in augmenting human work.

By integrating these contributions with existing literature, this research fills identified gaps. It also provides a foundation for future studies on the practical implementation of Generative AI in marketing within specific industry contexts.

5.3 Limitations

The use cases identified in this study were derived from a limited set of interviews conducted with marketing personnel from the case company. The study involved only one or two interviewees from each department, which may have excluded some relevant use cases and limited the depth of understanding regarding the company's marketing processes. This presents opportunities for further investigation to capture a more comprehensive view of the marketing functions.

The limited representation by just one or two individuals restricted the ability to fully understand the nuances and structural complexity of the company's marketing processes. Consequently, some of the findings provide only a partial view of these processes, relying heavily on the perspectives of the selected interviewees. Moreover, due to the interview format and the busyness of the interviewees, it was challenging to gather exhaustive details about each marketing process. As a result, some use cases were described only at a high level, leaving room for further exploration of how Generative AI could be effectively implemented.

A more focused study could yield richer insights into the complexities of the marketing function. Such an approach might help identify more specific opportunities for implementing Generative AI across the entire marketing process. It would also support a broader examination of how existing processes could be transformed through deeper AI integration rather than focusing solely on discrete tasks that could be incorporated into the current process structure.

While this study primarily focused on identifying and evaluating use cases specific to marketing content and addressing key marketing challenges within the company, it is important to acknowledge that some use cases, such as email composition and meeting summarization, were also considered but ultimately excluded. These tasks, although valuable, were deemed outside the core scope of the study as they are not unique to the company or its specific marketing functions.

Furthermore, sections like the Use Case Evaluation were generalized to comply with confidentiality and privacy constraints imposed by the case company. These limitations may have restricted the depth of information presented, particularly concerning specific marketing processes and internal workflows.

5.4 Future Research Directions

Future research on Generative AI implementation in marketing can move in multiple promising directions. This study gathered information across various departments within the case company, each with its distinct processes. This variability made it difficult to collect consistent data on the frequency and duration of the identified use cases – for example, how long it takes to create a product description for a specific product line or how much external translation costs. Future research could focus on quantifying how frequently specific use cases are performed and the duration or potential cost reductions associated with these tasks to address this limitation. Such data could offer more concrete insights into the extent of productivity improvements achievable through Generative AI implementation. This information could also be incorporated into the evaluation framework, helping organizations better prioritize use cases based on tangible benefits and ROI.

Building on the evaluation framework, future studies could develop a more detailed prioritization model by assigning weights to different attributes based on their relevance to the organization. Such a model would provide a more nuanced approach to decision-making, enabling companies to prioritize AI use cases that best align with strategic goals and resource availability.

Another promising direction for future research is the evaluation of marketing productivity enhancements driven by Generative AI. Currently, there is a lack of studies specifically focusing on marketing productivity, highlighting an opportunity to quantify the financial, time-saving, and other potential benefits of Generative AI. By assessing the effectiveness of specific use cases post-implementation, researchers could provide estimates of financial returns and other measurable outcomes, thereby offering deeper insights into the overall economic impact of these technologies.

Finally, conducting longitudinal studies could provide valuable insights into the long-term impact of Generative AI on marketing. Such a study would track the progression of AI integration over time, highlighting the benefits and challenges that organizations face as they adopt these technologies. Since Generative AI is evolving rapidly, companies may struggle to stay ahead of the curve. Longitudinal research could show how initial AI implementations evolve into more sophisticated, AI-driven marketing strategies, ultimately transforming marketing functions and leading to the automation or augmentation of key processes.

6 Conclusion

Implementing Generative AI in marketing holds significant promise for transforming traditional approaches to creativity, personalization, and efficiency. This study explored the potential of Generative AI within the marketing processes at the Finnish consumer goods company, aiming to provide actionable insights into its effective implementation. By focusing on the marketing function specifically, this research sought to bridge the gap between the theoretical advantages of Generative AI and its practical adoption in real-world contexts, ultimately contributing to both the academic literature and practical strategies for consumer goods companies.

The study's objectives – identifying Generative AI use cases, developing an evaluation framework, and providing insights into implementation – have been successfully achieved through a comprehensive analysis of the case company's current marketing practices and literature review. Several promising use cases for Generative AI were identified, including Product Description Generation, Custom Visual Content Creation, and AI-Powered Shopping Assistants. All the identified use cases fall into five key categories: Text and Visual Content Creation, Translation and Localization, Global Consistency and Cultural Sensitivity, and Chatbots and Virtual Assistants.

In practical terms, the findings suggest that integrating Generative AI at the case company could yield multiple benefits, particularly in enhancing efficiency, marketing creativity, and improving customer experience through targeted campaigns. The ability of Generative AI to rapidly generate personalized content at scale positions the case company to stay competitive in a rapidly evolving marketplace. Moreover, the evaluation framework developed in this study offers a structured approach for assessing and prioritizing use cases. It emphasizes several key attributes that align closely with the case company's strategic objectives: Productivity Gains, Revenue Growth, Cost Efficiency, Personalization Capabilities, Enhanced Creativity, and improvements in Customer, Partner, and Retailer Experience.

However, implementing Generative AI comes with its own set of challenges. Important considerations include ensuring technological readiness, managing change across a diverse brand portfolio, addressing data privacy concerns, and effectively training AI to replicate the brand's unique tone and style. Successful integration requires comprehensive training, effective governance frameworks, and a culture that supports innovation.

This study also highlights that while Generative AI holds transformative potential, its effectiveness hinges on human-AI collaboration in marketing. The optimal use of Generative AI tools involves human oversight to ensure alignment with brand values and creative goals. As Generative AI becomes more embedded in marketing processes, it will be essential for organizations

like the case company to invest in building AI literacy among their teams and to foster an environment that encourages the strategic use of these tools.

In conclusion, applying Generative AI within the case company's marketing functions offers a clear path toward increased efficiency, personalization, and long-term growth. While challenges exist, the opportunities for enhancing creative output, customer engagement, and operational productivity are substantial. The cautiously optimistic perspective presented by this study underlines that with careful planning, data privacy considerations, and a focus on human-AI collaboration, Generative AI can be a powerful marketing innovation tool. The insights and framework developed here can assist the case company in its digital transformation and serve as a reference for other consumer goods companies looking to harness the potential of Generative AI in their marketing strategies.

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Appendix A: Interview Questions

Background Questions and Work Overview

Q1: Please introduce yourself and specify the brands you're responsible for.

Q2: Please describe your current marketing process and the tools you use. (ChatGPT, Microsoft Copilot, or other Generative AI or marketing tools)

Q3: What are your biggest challenges in your marketing process, and what goals do you need to achieve through your work?

Q4: Please tell me more about the product description creation process. I want to familiarize myself with different selling channels, their description parameters, and the overall approach to the creation process.

- What does the product data look like when creating descriptions?

Jasper.ai Trial

Q5: Have you had a chance to participate in the Jasper.ai trail?

- If yes, can you share your overall experience with the trial and specify how Jasper.ai matched your needs?
- If not, please let us know why you haven't participated and what changes or incentives might encourage you to do so.

Q6: Can you specify what functionalities you have tried? Did you try creating content in multiple languages?

- Did you notice differences in behavior comparing two languages?

Q7: What features of Jasper.ai did you find helpful?

Q8: Were there any features or capabilities in Jasper.ai that you felt were missing or could be improved? Please be specific.

Q9: How would you evaluate the quality of the responses? Was the quality consistent across all responses, or did it fluctuate significantly depending on the specific prompts?

Brand Voice and Future Development

Q10: How would you characterize the tone of voice for the brand you are responsible for?

Q11: If a new tool were developed to meet your needs, what key features would be most important to you?

Q12: If a new marketing tool were developed, what types of support and training would you expect to be included?

Q13: Would you be open to a follow-up discussion once it is ready for testing?