

Generative AI and the Metamorphosis of Marketing Professions: A Systematic Analysis of Opportunities, Threats, and Future Organizational Transformations

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ABSTRACT: The rapid integration of Generative Artificial Intelligence (GenAI) is fundamentally reshaping the marketing landscape, moving beyond simple automation toward a profound transformation of professional roles and strategic functions. This paper examines the dual nature of GenAI in marketing by identifying operational opportunities, including hyper-personalization, automated content creation, predictive decision support, and scalable storytelling, alongside structural threats such as algorithmic opacity, brand-equity erosion, ethical dilemmas, skill obsolescence, and the dehumanization of customer relationships. Using qualitative document analysis of major industry foresight reports and established academic literature, the study interprets these developments through the mechanical, thinking, and feeling AI framework. The findings indicate a transition from execution-oriented marketing roles toward strategic orchestration, where professionals increasingly guide AI systems, protect brand authenticity, and exercise ethical and contextual judgment. The analysis supports a co-intelligence model in which human intuition, emotional understanding, and cultural awareness complement AI efficiency and computational power. The study provides a conceptual framework for organizations seeking to manage the AI-driven transformation of marketing professions while maintaining customer trust and meaningful human oversight.

Keywords: Generative AI, Marketing transformation, Co-intelligence paradigm, Dehumanization paradox, Socio-technical workflows, Qualitative document analysis.

1. INTRODUCTION

Nowadays, due to technology evolution, Generative AI has known a rapid evolution and spread through all sectors, notably the business sector. Marketing is no exception to the rule, as it has become clearly the leading area for AI integration. Technologies has shifted from simple data processing into advanced systems able to create content, forecast trends and handle complex interactions with consumers. Among the objectives of integrating AI into marketing is lowering costs, speeding up marketing campaigns and delivering highly personalized experiences to their customers.

This evolution has created a deep academic and partitional contradiction. Literature marketing has been believing that high-level creative and artistic tasks, emotional storytelling and relational empathy were limited to human capacities and that machines weren't able to solve that issue. However, the current marketing landscape has challenged this legacy and has been using Gen AI on different occasions. However, as companies rely more on the automation of customer-facing operations, they risk a lack of

transparency in AI decision-making, threats to brand reputation and authenticity, the rejection of automated interactions by customers, as they feel lack of human empathy.

As a result, through literature and the real marketing landscape, a gap has merged, leading to the need to understand how these evolving AI capabilities are redefining marketing professions and human labor. To address this gap, our study asks the following central question: “*How does the integration of advanced GenAI reconfigure strategic marketing roles and skill requirements, and how can organizations balance technological efficiency with brand authenticity?*”

In order to give an answer to our central question, our paper deploys a Qualitative Document Analysis (QDA), that consists on systematically analyzing four important prospective reports published between 202 and 2026 by the World Economic Forum, Gartner, McKinsey & Company, and the Harvard Business School. The intersection between academic literature and the reports’ findings has allowed us to conceptualize the transition of human marketers from executors to strategic orchestrators.

The remainder of this article follows the IJIMAS structure. Section 1 develops the introduction and conceptual background; Section 2 presents the qualitative document analysis methodology; Section 3 reports and discusses the findings, theoretical and managerial implications, and limitations; and Section 4 concludes the paper.

1.1. Evolution of Technology in Marketing

Marketing has shifted from product-driven marketing (1.0) to customer-centric marketing (2.0), and ultimately to human-centric marketing (3.0) (Kotler et al., 2016). In the last years, with the evolution of technology and digital tools, marketing has known a big change, moving from the digitalization of communication tools to the analytic automation of consumption database (Overgoor et al., 2019).

According to Kotler and al., The marketing paradigms had shifted from vertical to horizontal in the digital era. Traditionally, companies pushed messages and content to consumers vertically, commanding and controlling the messages and content created. Marketing was also exclusive and dominated by big brands. The digital evolution has forced companies to adopt a horizontal marketing, co creating with customers and integrating them in the marketing operations and strategies. Marketing is nowadays not limited to big companies, but has shifted toward including strats up, small and medium companies, who can disrupt huge markets using digital platforms. Through his work, Kotler et al. explain the evolution of marketing through the years, explaining why marketing professions are transforming. Marketers are now orchestrating a collaborative network with customers.

Due to technology, digital consumers rely more on their connected networks than on corporate advertising. This leads us to talk about the « F-Factors » that drive purchase decisions in the digital age. Kotler et al., argue that in order to purchase a product or service, consumers rely more on social circles, as Friends, Direct trust networks as Families, Social media communities as fans and followers. In the same context, Muñiz, A. M. & O’Guinn, in their foundational work on brand communities, ¹argue that a brand is no longer just a psychological relationship between a single consumer and a product. Instead, it is a socially embedded structure where consumers form a collective community centered around the brand. While Kietzman ² also

¹ Muñiz, A. M., & O’Guinn, T. C. (2001). Brand community. *Journal of Consumer Research*, 27(4), 412-432

² Kietzmann, J. H., Hermkens, F., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons*, 54(3), 241-251.

argues that digital platforms have changed corporate communication from a monologue (firm-to-individual) to a dialogue where firms must learn to engage with pre-existing or brand-created communities. Consequently, digital transformation has transformed the purpose of marketing, from convincing individual buyers to actively engaging and nurturing interconnected consumer communities.

The same authors confirmed that the job of a marketer shifted from pushing the consumer to the purchase and focused more on managing the digital touchpoints where consumers « Ask » and « Advocate ». This leads us to talk about the transformation of the customer journey from 4A's (aware, attitude, act and act again) to 5 A's (Aware, Appeal, Ask, Act, Advocate). The « Ask » and « Advocate » stages are entirely digital and community driven.

In another context relating traditional marketing to digital marketing, Kotler et al said : "Digital marketing is not meant to replace traditional marketing. Instead, the two should coexist with interchangeable roles along the customer path." ³ . Crucially, as noted by Kotler et al. (2016, p. 48), the transition into the modern era does not imply a total displacement of legacy frameworks: 'Digital marketing is not meant to replace traditional marketing. Instead, the two should coexist with interchangeable roles along the customer path.' In this coexistence, traditional marketing serves as a powerful catalyst for mass awareness and initial appeal, while digital channels orchestrate the late-stage interactions of immediate call-to-action and customer advocacy (Cherkasov, 2020). This complementary paradigm provides a valuable analytical lens for examining the current integration of Generative AI, which should similarly be viewed not as a replacement for human strategic oversight, but as an advanced tool coexisting within the marketing ecosystem.

The evolution of the market towards a horizontal landscape according to Kotler & al (2016) aligns with the affirmations of Overgoor & al (2019), who confirm that this change requires a massive need of database treatment across multiple digital channels. This treatment allows the marketing team to analyze the consumers' needs and behaviors. Therefore, according to the same author, traditional marketing functions require advanced analytics to decode consumer behaviors. Huang and Rust (2020) share the same point of view and confirm that the digitized marketplace needs to transition towards setting the stage for algorithmic intervention in strategic marketing planning. The two authors' ideas converge towards the fact that feeling AI allows marketers to analyze the natural language of customers and to capture their emotions within the digital platforms, in order to build a reliable relationship.

Eventually, according to different authors, there is a fundamental change in how marketing operates due to the evolution of technology, moving from human-driven tools to fully autonomous systems. While Lamberton and Stephen (2016) observe that earlier digital evolutions primarily introduced new communicative channels, Wedel and Kannan (2016) argue that the subsequent explosion of big data demanded sophisticated computational analytics to process continuous consumer footprints. This continuous accumulation of data did not just make businesses more efficient; as Rust (2020) notes, it fundamentally changed the nature of marketing itself, shifting the discipline from human intuition to machine-driven decision-making. In the same context, (Grewal et al., 2020) confirms that value in modern marketing is created through automated, interconnected networks. This progression, from passive digital channels to proactive automated systems, provides the essential foundation for understanding how these technologies move beyond analytical prediction toward fully autonomous content generation.

1.2. AI in Marketing and the Transition toward Generative AI

The evolution of the digital ecosystem and the integration of artificial intelligence had introduced a big change in marketing operations. According to Huang and Rust (2018), AI evolved from mechanical

³ Kotler, P., Kartajaya, H., & Setiawan, I. (2016). *Marketing 4.0: Moving from Traditional to Digital*. John Wiley & Sons, p : 48

intelligence automating repetitive tasks, to analytical intelligence, and ultimately to intuitive and empathetic intelligence.

This shift has created a deep disruption in the field. Historically, Mustak et al (2023) precise that AI in marketing was limited to predictive modeling and data classifications, in order to support and optimize strategies led by humans. In the other hand, these boundaries of the sue of AI in marketing has expanded thanks to the emergence of Large Language Models (LLMs) and generative technologies, enabling AI systems to contribute actively to high content creation and complex copywriting (Chintagunta et al., 2024).

This technological change redefines the nature and role of humans in the marketing landscape. Raisch and Krakowsk (2021) argue, businesses and organizations are forwarded towards unequal human-AI collaborations, where autonomous systems and human managers negotiate continuously who makes which decisions. Brynjolfsson et al. (2023) share the same idea and argues that AI handles routine tasks while elevating the human marketer to the role of a strategic overseer. Ultimately, this transition from analytical systems to generative co-creation partners not only transforms internal organizational capabilities (De Cremer et al., 2024), but also fundamentally reshapes how companies interact with their customers, forcing a critical reassessment of how automated intelligence affects long-term customer relationship management.

To conceptualize the integration of advanced technologies in business, Huang and Rust (2020)⁴ developed a comprehensive framework based on multiple AI intelligences: mechanical, thinking, and feeling AI. In their article, Huang et Rust (2020) that AI should be considered as a technology, relying on three levels of intelligence. Mechanical AI that works on the automation of repetitive and standardized tasks in marketing. In another hand, thinking AI that helps treat enormous and non-structured database. Then, feeling AI used to analyze bidirectional interactions and the analyze of human feelings. The authors explain that traditional marketing principally used mechanical and thinking AI. With the advent of generative AI, organizations are forced to switch into feeling AI strategies and operations, which redefines the competencies of marketers.

The article also underlines the use of the three levels of AI on research, strategic and operational marketing, explaining the importance of each step and how AI is used. The authors emphasize that each level of the AI provides benefits for each step of research marketing. While mechanical AI automatizes data collection, thinking AI works on predictive marketing analysis and enhances personalization of the offer. Finally, felling AI is designed to capture and respond to human emotions. On the other hand, strategic marketing (segmentation, targeting and positioning) uses AI differently. Segmentation can be automated through mechanical pattern recognition, targeting relies on thinking AI recommendations, and positioning necessitates a feeling-oriented approach to resonate with customer sentiments. Then, according to the article, the integration of AI in the marketing action also adds benefits to this cycle: personalization, standardization and relational marketing. According to the same article, although marketing shifted towards the use of AI, managers and organizations face several boundaries, including algorithmic biases, the lack of true emotional comprehension by machines, and the strategic risks associated with opaque, unexplainable AI outputs.

In another hand, authors acknowledge generative AI, notably ChatGPT, is capable to enhance productivity and suggest that it is likely to offer significant gains in the banking, hospitality and tourism, and information

⁴ Ming-Hui Huang, Roland T. Rust. A strategic framework for artificial intelligence in marketing. Journal of the Academy of Marketing Science. 2021

technology industries, and enhance business activities, such as management and marketing.⁵ While Huang and Rust (2020) has confirmed that marketers have several boundaries when it comes to using feeling AI, and announced that creative tasks and emotional resonance remain human domains due to technological unreadiness, recent literature (Dwivedi et al., 2023) brought a new idea. The rapid evolution of generative AI has challenged these boundaries. Generative tools now directly intervene in content creation, copywriting, and strategic positioning design. Therefore, Huang and Rust provide the structural framework of the use of AI in marketing, and Dwivedi et al. (2023) provide the context of how modern Generative AI is forcing its way into the creative and relational domains.

Artificial intelligence appears likely to influence marketing strategies, including business models, sales processes, and customer service options, as well as customer behaviors. According to Davenport et al (2019), AI has shifted from basic rule-based task automation to context-aware operations, able to process complex, non-numeric data. In this new context, generative AI reconfigures marketing strategies, shifting from predictions to co-creation of strategic content. However, this shift introduces a critical paradox in customer relationship management. While GenAI allows for hyper-personalized interactions and drastically reduces consumer search costs, it simultaneously threatens customer perceived autonomy. As highlighted by modern literature review, excessive algorithmic intervention can trigger defensive consumer behaviors, as individuals often reject automated solutions to re-establish their freedom of choice or disengage due to a perceived lack of genuine empathy in AI interfaces (Davenport et al., 2019; Dwivedi et al., 2023). Therefore, according to the authors, « they suggest that AI will be more effective if it augments (rather than replaces) human managers »⁶.

Huang and Rust (2020) categorize artificial intelligence into three levels: mechanical AI, thinking AI, and feeling AI. In marketing, early AI applications mainly relied on analytical capabilities to process customer data and identify consumer trends. However, the rapid advancement of Generative AI has introduced a significant transformation. According to Davenport et al. (2019) and Dwivedi et al. (2023), these technologies extend beyond data analysis by generating content and supporting creative tasks. However, this technological optimism is strongly modulated by Davenport et al. (2019), who reveal a profound friction point: « *However, if it is disclosed that the customer is conversing with an AI bot, purchase rates reduce by 75%. Because customers perceive the AI bot as less empathetic, they are curt when interacting with AI bots, and so purchase less.* »⁷.

⁵ Yogesh K. Dwivedi , Nir Kshetri , Laurie Hughes, Emma Louise Slade, Anand Jeyaraj , Arpan Kumar Kar, Abdullah M. Baabdullah, Alex Koohang, Vishnupriya Raghavan, Manju Ahuja , Hanaa Albanna, Mousa Ahmad Albashrawi, Adil S. Al-Busaidi, Janarthanan Balakrishnan, Yves Barlette, Sriparna Basu, Indranil Bose , Laurence Brooks , Dimitrios Buhalis , Lemuria Carter, Ryan Wright ; So what if ChatGPT wrote it?" Multidisciplinary perspectives on opportunities, challenges and implications of generative conversational AI for research, practice and policy ; International Journal of Information Management, 2023

⁶ Thomas Davenport & Abhijit Guha & Dhruv Grewal & Timna Bressgott ; How artificial intelligence will change the future of marketing ; Journal of the Academy of Marketing Science ; 2019.

⁷ Thomas Davenport & Abhijit Guha & Dhruv Grewal & Timna Bressgott ; How artificial intelligence will change the future of marketing ; Journal of the Academy of Marketing Science ; 2019 ; p : 26

1.3. Impact of AI on Customer Relationship Management

In order to link the general theory to the operational reality of marketing, it is crucial to put in evidence the paradox of customer relation in the era of AI, which will allow us to explain the complex relationship between the evolution of technology (high tech) and the need of human empathy (touch-tech).

The integration of Artificial Intelligence changes Customer Relationship Management (CRM) by turning traditional touchpoints into an interconnected, data-driven journey. With predictive analytics and machine learning, companies can reach new levels of hyper-personalization. They move from reactive customer service to proactive experience management and can sometimes anticipate customer needs before an order is made (Davenport et al., 2019).

Beyond consumer perceptions, the integration of Artificial Intelligence fundamentally reconstructs the operational workflows of Customer Relationship Management, leading to the emergence of automated Social CRM frameworks (Overgoor et al., 2019). As digital touchpoints develop, marketing departments face volumes of direct, public customer interactions that exhaust traditional human capacities. To resolve this operational issue, modern marketing literature highlights the role of machine learning in processing unstructured behavioral and social data to prioritize customer service requests in real time. According to Overgoor et al. (2019), AI transitions from a simple communication interface to an administrative filter capable of assessing customer features—such as geographic relevance, customer lifetime value, and digital word-of-mouth potential—to optimize corporate resources. Consequently, AI-driven CRM redefines customer interactions by balancing high-volume technological data processing with strategic, high-priority human intervention.

According to literature, it is also confirmed that Artificial Intelligence changes the focus of interaction from human-mediated touchpoints to hybrid, technology-enabled environments. Academic literature emphasizes that AI redefines the customer journey by introducing real-time responsiveness and data-driven engagement across multiple communication channels. According to Huang and Rust (2020), managing contemporary customer experiences requires a strategic understanding of how different levels of technology simulate relational benefits. Rather than a simple tool for operational efficiency, AI acts as an active intermediary that redefines consumer expectations regarding brand interactions, privacy, and touchpoint transparency. This fundamental shift in the nature of firm-to-customer interfaces establishes the need to systematically evaluate how these emerging digital structures reconfigure the marketing landscape.

Relating the authors mentioned above, Huang & Rust (2019) explain that AI looks for personalization of the relations between the organization and the customers. However, empirical evidence (Davenport & al, 2019) warns that consumers routinely reject conversational interfaces when automated profiles are explicitly disclosed. In another hand, Overgoor (2019) argue that AI should function as an algorithmic prioritization filter that optimizes data workflows rather than replacing direct human contact.

The introduction of GenAI into customer relationship management has created some confusion between brand and consumers according to literature. Mende et al (2019) confirm that removing the human element form the customer management introduces severe relational vulnerabilities. Castelo et al (2023) share through their work that consumers demonstrate a lack of trust towards algorithms when facing tasks perceived as emotional or personal.

This relational friction is further intensified by the phenomenon of algorithm aversion, where any visible failure or perceived insincerity in machine-led service prompts consumers to rapidly reject automated systems in favor of human intervention (Dietvorst et al., 2018). Moreover, when highly complex algorithms generate hyper-targeted experiences, they frequently backfire, as users perceive these intrusive practices as

threats to their individual autonomy and data privacy (Longoni et al., 2024). Ultimately, this literature group proves that unmediated customer-facing automation compromises long-term relationship governance and ethical boundaries (Wirtz et al., 2024). This theoretical tension directly explains the operational emergence of the Dehumanization Paradox identified in this study’s empirical findings.

2. MATERIALS AND METHODS

2.1. Research Design: Qualitative Document Analysis

Our study adopts a Qualitative Document Analysis (QDA) approach to identify the opportunities, challenges, and transformational shifts affecting marketing roles in the era of Generative Artificial Intelligence. The selection of this methodological approach is particularly relevant given the rapid evolution and widespread adoption of generative AI technologies. In such a dynamic context, relying solely on traditional empirical data may not adequately capture the ongoing and real-time transformations reshaping marketing professions. As defined by Bowen (2009), QDA is a systematic method for reviewing and interpreting printed and electronic documents in order to identify meaningful themes, trace developments over time, and generate insights into emerging trends.⁸ Consequently, this approach provides a robust framework for examining how generative AI is redefining marketing practices, competencies, and professional responsibilities.

2.2. Data Collection and Corpus Constitution

Following the qualitative document analysis require choosing adequate documents to analyze, in order to define the opportunities and threats affecting the marketing professions in the ear of generative AI. To ensure academic rigor and avoid arbitrary selection, four criteria were taken into consideration to construct the research corpus. The first criteria is **authority**, targeting best-categorized global institutions, consulting firms and business schools. **Recency** was also a main criteria, choosing reports released between 2025 and 2026, to focus on the post Chat GPT landscape. We also focused on **thematic relevance**, explicitly addressing technological evolution, job market shifts, and marketing strategies. Then, **complementarity**, balancing macroeconomic trends with marketing case studies.

The finalized corpus comprises four documents, representing a total dataset of prospective text data, structured as follows:

Table 1. Corpus of Prospective Reports Analyzed

Author	Title	Publication date	Core Analytical Contribution to the Paper
World Economic Forum	Future of Jobs Report 2025	May 2025	Macroeconomic trends, structural job market transformations, and core hybrid skill shifting.
Gartner	The Future of Marketing:5 Trends and Predictions for 2026	January 2026	Marketing-specific predictions, Agentic AI architectures, and brand equity threats
McKinsey & Company	The State of Organizations 2026: Unlocking the AI-enabled organization	March 2026	Organizational adoption barriers, AI-human workflow integration, and reskilling requirements.
Harvard Business School (HBS)	Generative AI in Marketing	October 2025	Strategic dilemmas, financial value creation versus brand equity erosion, and sector-specific tradeoffs.

Source. Author’s work

⁸ **Bowen, G. A. (2009).** Document analysis as a qualitative research method. *Qualitative Research Journal*, 9(2), 27-40

2.3. Data Analysis and Coding Protocol

In order to extract data from the documents mentioned above, a thematic analysis of the compiled corpus was conducted, while anchoring the analysis in the framework of **Huang and Rust (2020)**. The coding process relied on a two-dimensional matrix, used to understand and analyze how the evolution of AI reconfigures marketing functions.

Relying on the work of Huang and Rust (2020), the vertical axis of the coding is composed of the three AI levels : **(1) mechanical intelligence**, which involves standardized, repetitive, and rule-based tasks; **(2) Thinking Intelligence**, which relates to analytical, predictive, and data-driven capabilities; and **(3) Feeling Intelligence**, which involves emotional simulation, creative co-creation, and relational empathy. While the horizontal axis of the matrix utilizes the core research objectives of our paper: **(A) Opportunities**, **(B) Threats**, and **(C) Job Metamorphosis**.

The operational protocol followed three steps:

- **Structural coding:** Each document was reviewed to extract segments mentioning AI capabilities, marketing tasks or role transformations.
- **Theoretical coding:** The extracted segments were categorized into the matrix set before.
- **Synthesizing and pattern matching:** the selected and coded data were aggregated across all four document to identify the objectives of the article.

To maintain internal validity and reliability, the qualitative coding protocol was governed by clear operational definitions for each intersection, minimizing subjective interpretation during the textual analysis.

3. RESULTS AND DISCUSSION

Following the three-step protocol of the qualitative document analysis formulated by Bowen (2009), the extracted textual data from the corpus was analyzed according to the double matrix of our study. The following sections present the empirical findings of the analysis organized around the operational opportunities and structural/brand challenges, while filtering the content through the three dimensions of artificial intelligence, as defined by Huang and Rust (2020).

3.1. Operational and Strategic Opportunities

3.1.1. Mechanical AI: Efficiency and Process Optimization

According to the analysis of the data, we found that mechanical AI, defined as technology performing routine, standardized, and rule-based tasks, has known operational maturity and widespread adoption within global firms and organizations. Data from the **World Economic Forum (2025)** highlights that: « **86%** of surveyed global employers expect artificial intelligence and information processing technologies to fundamentally transform their business models, driving the massive automation of operational ecosystems »⁹.

In practical marketing operations, this dimension manifests through the total automation of high-volume, low-complexity tasks such as dynamic social media scheduling, database sorting, real-time message

⁹ **World Economic Forum. (2025).** *The Future of Jobs Report 2025*. World Economic Forum, Geneva, Switzerland. Retrieved from <https://www.weforum.org/publications/the-future-of-jobs-report-2025/>

routing, and standardized email blasts. The corpus reveals a clear consensus that the primary strategic benefit of Mechanical AI is the drastic reduction of operational overhead costs and the contraction of project cycle times, effectively removing administrative bottlenecks from marketing workflows.

In practical operational marketing, firms and organizations rely on this dimension to fully automate high-volume data, low complexity activities such as dynamic social media scheduling, database sorting, real-time message routing and email campaigns. The literature highlights that mechanical AI aims to reduce operational costs and project cycle times, thereby eliminating bottlenecks or slowdowns so the marketing process becomes faster and more efficient.

3.1.2. Thinking AI: Predictive Mastery and Hyper-Personalization

At the analytical and predictive level, thinking AI is now capable to analyze a big amount of unstructured customers' data base, allowing the companies to identify trends, understand customers' purchases and to propose concrete strategies. According to Gartner (2026), things has evolved and we are now facing developed agentic AI, which is characterized by autonomous software agents capable of mapping, executing, and continuously optimizing customer touchpoints across multiple channels without constant human intervention. Autonomy is the big change happening. Companies and organizations use AI to make decisions in real time, to adapt to customers' needs and behaviors, adjusts its actions in order to offer the best purchase experience to its customers.

Concurrently, research from the *Harvard Business School (2025/2026)* emphasizes that Thinking AI drastically enhances predictive churn management and dynamic real-time pricing strategies. Rather than deploying static segmentations, modern analytical AI models track active consumers along their digital paths, predicting preferences and intent before explicit consumer action. This capacity shifts the firm-to-consumer relationship from reactive assistance to proactive experience management, validating Davenport et al.'s (2019) prospective model of "shipping-then-shopping," where companies anticipate localized demand with near-absolute precision.

3.1.3. Feeling AI: Scalable Creativity and Tailored Storytelling

According the traditional literature, it has been stated that creative and artistic tasks as well as emotional resonance were exclusive to human, due to technological unreadiness (Huang & Rust, 2020). However, recent research and reports broke down these evidences, by explaining the effective use of GenAI in creative marketing tasks. The *Harvard Business School (2025/2026)* report outlines how GenAI actively functions as a collaborative co-creation partner for marketing departments, generating tailored visual content, multi-variant copywriting, and interactive storytelling layouts at an unprecedented scale.

Feeling AI is capable to design emotional narratives customized for specific segments of consumers, by analyzing natural consumer language and digital word-of-mouth sentiments, driven by large language models.

3.2. Organizational Threats and Challenges

3.2.1. Mechanical Displacement and Legacy Skill Obsolescence

In the recent years, the rapid growth of mechanical AI creates serious problems for the labor market, even though it brings great operations efficiency. The use of mechanical AI in marketing operations refers to

tools designed to handle simple and repetitive tasks (scheduling posts, sorting email lists, sending automated messages, ...). The reality today, with the advent of GenAI, is that these tools have become reliable and efficient, that they outperform humans on these tasks. For businesses, this means that a whole layer of manual, time-consuming work has essentially been automated away — freeing up teams to focus on higher-value activities.

The *World Economic Forum (2025)* states the same idea and argues that routine marketing executions are now in rapid decline. Because about 90% of these repetitive tasks can be automated¹⁰, junior marketing workers who only do routine work face immediate job displacement. This creates a critical challenge for human resource management, as companies must find new ways to transform and upgrade their traditional marketing roles.

3.2.2. Algorithmic Opacity and Brand Capital Erosion

The use of AI by companies and businesses comes with some risks that they can't ignore. According to McKinsey & Company (2026), the first internal challenge identified is that 88% of companies are experimenting AI, but most of them find struggles turning that experimentation into real financial results. While AI systems work like a “black box”, the results produced are not fully understood by companies. The why and how remain unsolvable. This lack of transparency makes it hard to detect errors or biases hidden in the data, which can sometimes lead to poor and inefficient strategic decisions.

The second threat that companies might face is the damage of their brand image. According to Gartner (2026), because AI tools have become more accessible to everyone, companies are exposed to new dangers and challenges. Deep fake technologies can damage a brand's image almost instantly and AI can sometimes generate false or misleading information, known as “hallucinations”. Sensitive customer data might as well be leaked, leading to the misuse by other entities. In short, the power of GenAI is relevant with proper oversight. Otherwise, it may lead to problems that companies could face, both from within the organization or from the outside world.

3.2.3. The Dehumanization Paradox and Perceived Autonomy Backlash

Although GenAI has proved its advantages, it also generates one of the biggest risks in customer relationship management, which researchers call the “Dehumanization Paradox”. Even though generative systems can simulate empathy, the data reveals a major corporate risk that these companies face. In other terms, the more companies rely on AI to interact with customers, the more customers feel that they are talking to machines, which drives them away from purchasing. According to McKinsey & Company (2026), when automation takes over customer interactions completely, without any human touch, it tends to backfire and leads to lack of trust from customers. This conviction is supported by the report of Harvard Business School Study (2025-2026). The report found that the use of AI to simulate empathy leads drastically to a weak brand authenticity. When consumers realize they have been talking to chatbots, their willingness to purchase drops by 75%, according also to Davenport et al. (2019). This happens because users feel the automated agent is insincere. Furthermore, highly accurate predictive algorithms can make users defensive about data privacy and choice. As a result, consumers often reject hyper-targeted offers just to protect their freedom of choice.

¹⁰ **World Economic Forum. (2025).** *The Future of Jobs Report 2025*. World Economic Forum, Geneva, Switzerland. Retrieved from <https://www.weforum.org/publications/the-future-of-jobs-report-2025/>

Another side of the excessive use of GenAI is that when AI becomes too good at predicting what a customer wants', it interferes within its privacy. People tend to be watched or manipulated, and as a reaction, they deliberately reject personalized offers — simply to feel back in control.

3.3. Discussion, Future Perspectives and Limitations

3.3.1. Theoretical Implications: Rethinking the Role of AI in Marketing

This study puts in light how we rethink the role of AI in marketing, moving on from the assumptions that has long shaped what we think about it. Back in 2020, Huang and Rust drew a clear assumption: creative and artistic work, copywriting and emotional connection are purely human skills and domains, beyond what AI is capable to do. But by 2026, the boundaries were broken leaving place to another assumption: GenAI is now capable of producing emotionally engaging content, actively serving as a partner of scalable emotional storytelling.

This new assumption doesn't mean that AI is replacing human marketers. Quite the opposite, the most effective approach is what this paper call "Co-intelligence"- a working model where humans and AI collaborate rather than compete. In this model, AI brings speed, data processing, and predictive power, while humans bring cultural understanding, intuition, and ethical judgment. This model aligns with the works of Davenport et al. (2019) and Overgoor et al. (2019), who confirmed that AI works best when supported by human intelligence and decision making. Therefore, the findings of this study confirm this conclusion; GenAI is a powerful tool, but it still needs human oversight and contribution to be used wisely, ethically and responsibly.

3.3.2. Managerial Implications: How the Marketing Job Is Changing

From a managerial viewpoint, the study shows that AI is not just changing what marketers do — it is changing what they need to be good at. The modern marketer's job is changing from a role of pure execution to one of strategic orchestration. This evolution can be seen in three key areas.

- **From Content Creator to Prompt Editor:** Humans are no longer needed to create raw, high-volume text or basic images. The marketer's value now lies in guiding generative systems, refining brand tone, and ensuring strict alignment with brand identity (Gartner, 2026). Marketers no longer need to begin from scratch and to come up with raw material in order to create content. Their role consists on guiding GenAI- who can do the job- by setting the right tone, ensuring alignment of the output with the brand identity and refining the results until they are right.
- **From Data Analyst to Strategic Decision-Maker:** As GenAI is capable of insuring automated tasks (McKinsey, 2026) -sorting customer information, generating standard reports, tracking performance- marketers are now free to focus on bigger strategic and operational questions and challenges and on managing AI workflows and protecting the brand equity.
- **New skills for a new era:** As highlighted by the *World Economic Forum (2025)*, the most resilient professionals are hybrid profiles who possess both advanced technological literacy and high emotional intelligence. Marketers must act as ethical guardians to stop the risks of algorithmic bias and consumer backlash caused by the dehumanization paradox.

In short, the marketer of 2026 is less of a producer and more of a strategist — someone who knows how to get the best out of AI while keeping the human element at the center.

3.3.3. Limitations and Future Research Agendas

This study focused on analyzing the framework for the post-Chat GPT marketing landscape, while using the qualitative document analysis of prospective reports dated from 2025 and 2026. Although these reports carry significant institutional weight, they only represent macro-trends and forget empirical field observation.

Consequently, future research must rely, in addition to conceptual frameworks and reports, on real world validation. Therefore, conducting qualitative study, such as interviews and case studies with marketing practitioners is a must. This step will enable researchers understand clearly how marketing practitioners see their professions in the era of AI and how they measure the co-intelligence model across different sectors;

4. CONCLUSION

This paper's objective was to explore and analyze how the rapid and evolving integration of generative AI metamorphoses the strategic landscape of marketing. The study was conducted by analyzing prospective reports of 2025-2026 and established literature, in order to find the bridge or gap between the two sources-theoretical model and operational reality.

The research allowed us to find a dissolution of the boundaries set by literature between human creativity and Gen AI. It has been discussed that GenAI Generative AI no longer just automates routine tasks; it actively participates in creative and relational ecosystems in marketing professions. However, it has also been proved that this shift introduces some risks, such as algorithmic opacity, brand equity erosion and dehumanization paradox.

The study concludes that success of marketing in the era of AI lies on the co-intelligence paradigm-interdependence and mutualism between human strategic oversight, emotional depth, ethical principles and computational power of AI. The future of marketing doesn't belong to AI alone, nor does it mean the total replacement of human capacities. The real challenge and key of success is the management of this transition, by transforming traditional executors into critical orchestrators within the institution.

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