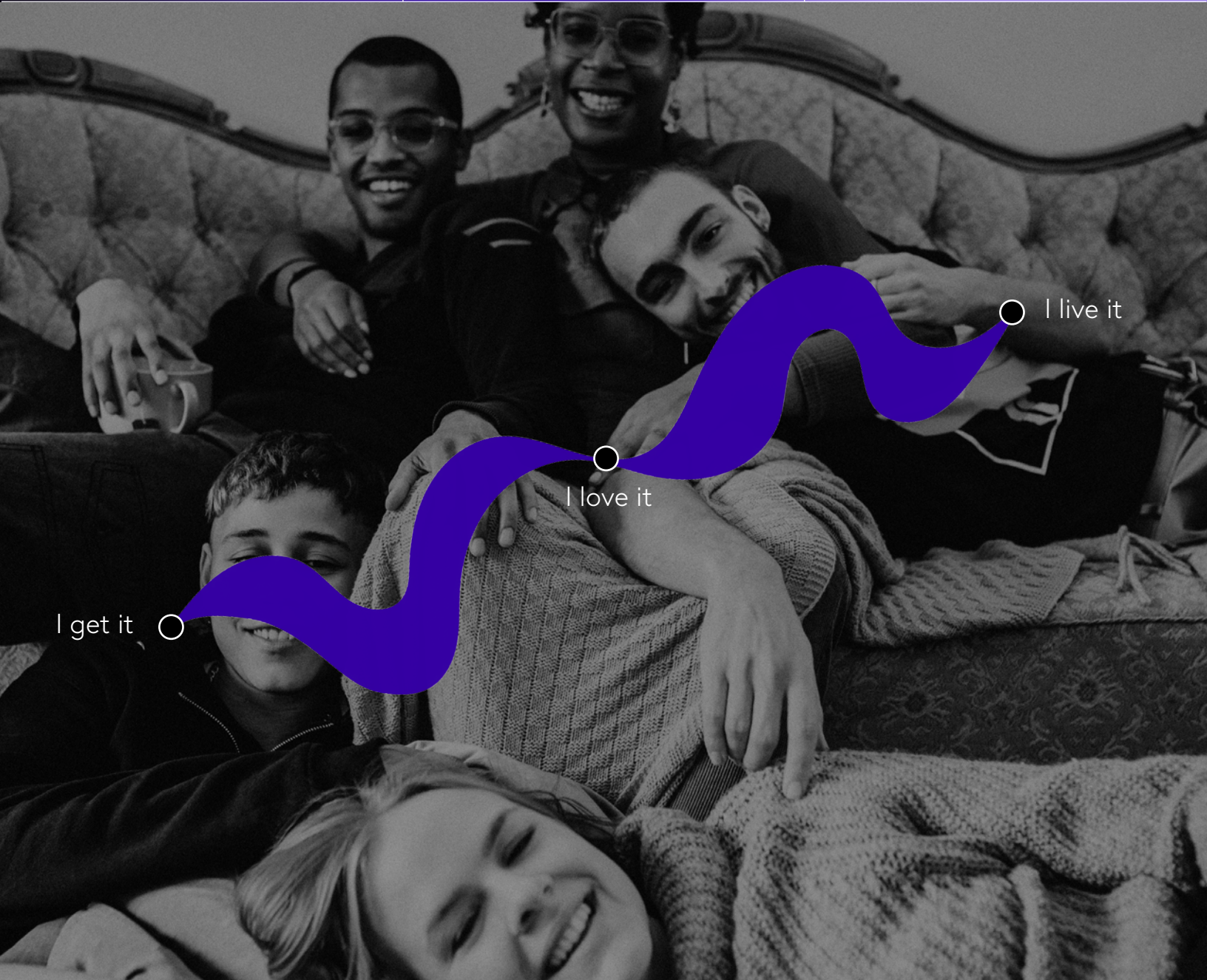


CAPABILITY CURVE

GENAI FOR MARKETING: FEAR OR FOMO

An in-depth thought leadership piece on marketing skill building in the Age of GenAI

Alexandre Carvalho	Aylin Ozyigit	Thomas von der Fuhr
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FEAR or FOMO?

GenAI* is dominating the latest conversations in marketing, but we are yet to see how this links to capability building and the ways in which the marketing function has and will continue to evolve.

Everyone talks about GenAI, but only a few people talk about adoption, where less than half the people who have access to the tool are actually using it on a monthly basis. That's like investing in the best Formula 1 race car, only to then put it in the museum and never drive it: a championship car that is left to collect dust.

That's why we have launched an in-depth qualitative study in which we have interviewed 50+ marketing & capability leads (CMO, Marketing Directors, Capability Leads) around the world to zoom in on the key challenges and best practices on how to fully utilise the potential of GenAI and its implications for capability building.

Our third edition of the Capability Curve is giving you all the ins and outs from our latest piece of thought leadership, with practical frameworks that will help you drive AI-adoption, and with plenty of best practice examples that could inspire your organisation.

Find out for yourself where you are on the spectrum of Fear or FOMO, and whatever the answer is we recommend getting in touch.



* AI's origins trace back to the 1950s. For example, at Kantar, we first used machine learning in 1983. This article focuses on Generative AI (GenAI), a subset of AI that creates content like text, images, videos, or audio by learning patterns from data.

ABOUT THIS STUDY

This piece of thought leadership is based on a combination of external desk research, which we have complemented with the learnings, insights, and best practices from the 50+ interviews we have conducted with marketing & capability leads (CMO, Marketing Directors, Capability Leads) over the past two months.

WHO DID WE INTERVIEW?



EXECUTIVE SUMMARY

YOU SHOULD READ THIS ARTICLE IF...

- You are concerned that GenAI will be taking over your role
- You predominantly use GenAI for efficiency reasons today
- You have FOMO that you're lagging in GenAI adoption compared to your industry peers
- You want to know how to integrate GenAI in your capability plans for next year

SOME PROVOKING QUESTIONS YOU WILL FIND THROUGHOUT THIS ARTICLE:

- If you – like many brands – started using GenAI for efficiency reasons, how are you making optimal use of that spare time to accelerate brand growth?
- What if YOU could create world-class product concepts in 60% less time?
- Can you imagine a world where YOU would be the one reducing the product development cycle from several months to just six weeks?
- Have you started using GenAI yet to identify the biggest opportunity spaces for next year's brand plan?

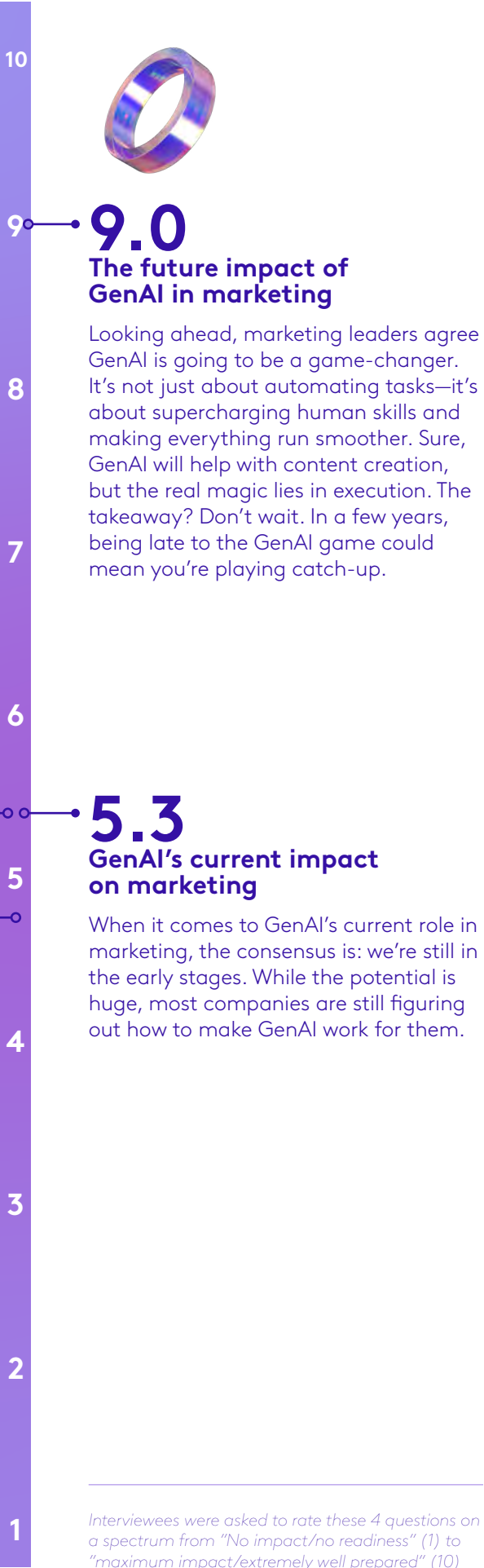
SOME CONCRETE FRAMEWORKS THAT WILL HELP YOU ON YOUR GENAI JOURNEY AND SPARK SOME THOUGHTS:

- The different roles GenAI can play for your marketing team
- How GenAI is impacting end-to-end processes, inspired by best practice examples of the brands we interviewed
- An initial roadmap with initiatives to drive GenAI adoption in the short-, medium-, and long term



HOW READY IS MARKETING FOR THE AI REVOLUTION?

We asked marketing leaders to rate the impact of GenAI today, its future potential, and how prepared they feel their companies and agencies are to harness it. While the future impact scored high at **9.0**, the present impact (5.3) and readiness levels for both companies (4.9) and agencies (5.3) reveal a significant gap—highlighting just how much work remains to unlock GenAI's full potential. **There is still quite some work to be done, and hopefully, this article will help you take the next step forward.**





- The narrative around GenAI in marketing is often misunderstood.
- Contrary to popular belief, GenAI won't make traditional marketing capabilities and skills obsolete. Instead, it will enhance them, making marketers more efficient and effective.
- Today, most organisations are still at the experimentation stage of GenAI: tools are restricted to just a few people and predominantly centered around the more operational marketing activities.
- Digital native companies with experimentation in their DNA and that are used to working with an abundance of data, AI and machine learning, are already ahead of the curve, whilst the more regulated companies are still at early stages of GenAI adoption.
- Leading organisations are shifting from using GenAI for operational tasks to more strategic initiatives linked to brand growth.
- With the support of GenAI, marketers will be able to create personalised, data-driven creative content at scale, optimise customer engagement, launch consumer-centric innovations faster and make more evidence-based strategic decisions.
- Marketers will be able to do more with greater efficiency, speed and ultimately effectiveness (although we fully acknowledge this last one might not always be the case yet).
- The tools alone won't be your competitive advantage. The real competitive advantage will be a combination of the quality of your data, the tacit knowledge on your category and brands coupled with strong skills in your team and a willingness to integrate into daily work.

- We expect three areas in marketing to be impacted the most:
 - 1. Integrated Marketing Communication:** GenAI has already started to revolutionise various stages of the creative process, with the biggest impact today being in creative testing (pre and post) and more executional activity.
 - 2. Find New Space With Innovation:** Offers huge potential to identify new opportunities, facilitate and spark idea generation, and speed up the innovation process.
 - 3. Planning & Strategy:** By using GenAI to analyse market, consumer and competitive data and trends, marketers can more rapidly identify challenges and opportunities for brand growth.
- In summary, we see GenAI as a powerful tool that can enhance marketing capabilities but given there will always be a human in the loop to judge, elevate, and make the right strategic decisions, organisations will also need to double down on building the foundational marketing capabilities skills. This will allow marketers to embrace and adopt GenAI while maintaining their strategic and creative edge to stay ahead in the ever-evolving landscape.



THE GROWING INFLUENCE OF GENAI IN MARKETING

Whether GenAI is going to impact marketing is no longer the question we should be asking. Rather, we need to know understand what the impact will be and how ready we are for it when it comes. According to Marketing Week’s Language of Effectiveness survey nearly 50% of all marketers are already using GenAI today to improve marketing effectiveness. This suggests the other half isn’t. So while GenAI continues to disrupt marketing, brands will be feeling far from ready.

5.3/10

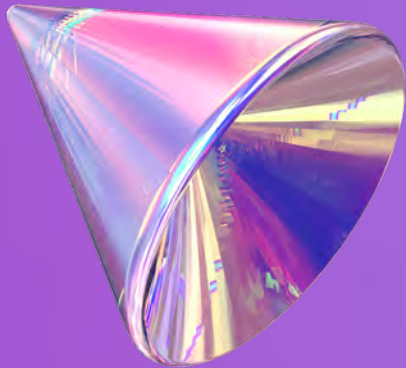
GenAI’s Current Impact On Marketing

When it comes to GenAI’s current role in marketing, the consensus is: we’re still in the early stages. While the potential is huge, most companies are still figuring out how to make GenAI work for them.

9.0/10

The Future Impact Of GenAI In Marketing

Looking ahead, marketing leaders agree GenAI is going to be a game-changer. It’s not just about automating tasks—it’s about supercharging human skills and making everything run smoother. Sure, GenAI will help with content creation, but the real magic lies in execution. The takeaway? Don’t wait. In a few years, being late to the GenAI game could mean you’re playing catch-up.



4.9/10

Internal Readiness For GenAI In Marketing

Despite the hype, most companies admit they’re not quite GenAI-ready. The main hurdles are a lack of role-specific training and the high cost of tools. Without the right education and investment, companies might find themselves behind the curve when GenAI fully takes off.

5.3/10

External Partner Readiness For GenAI In Marketing

Also for external partners (agencies, data providers) there is still a lot of room for improvement. This is predominantly driven by a fear of change of their current business model, and a disbalance between promises being made in the pitch process versus true GenAI adoption in their ways of working.

Interviewees were asked to rate these 4 questions on a spectrum from “No impact/no readiness” (1) to “maximum impact/extremely well prepared” (10)



OUR FIVE TO THRIVE: THE BIGGEST CHALLENGES TO GENAI ADOPTION

1. Limited Understanding

Many marketers still see GenAI as a threat instead of an opportunity and don't always have full visibility and a clear understanding as to how and where GenAI can be integrated (and how it can help them) in everyday marketing efforts.

2. Ethics And Compliance

One of the most common barriers for rapid GenAI adoption is ethics and compliance. Navigating GenAI's ethical landscape is complex, and organisations need clear user guidelines set by governments and marketing authorities. One of the biggest concerns is that misleading AI-generated content can harm consumer trust and will damage a brand's reputation.

3. Data Management And Human Oversight

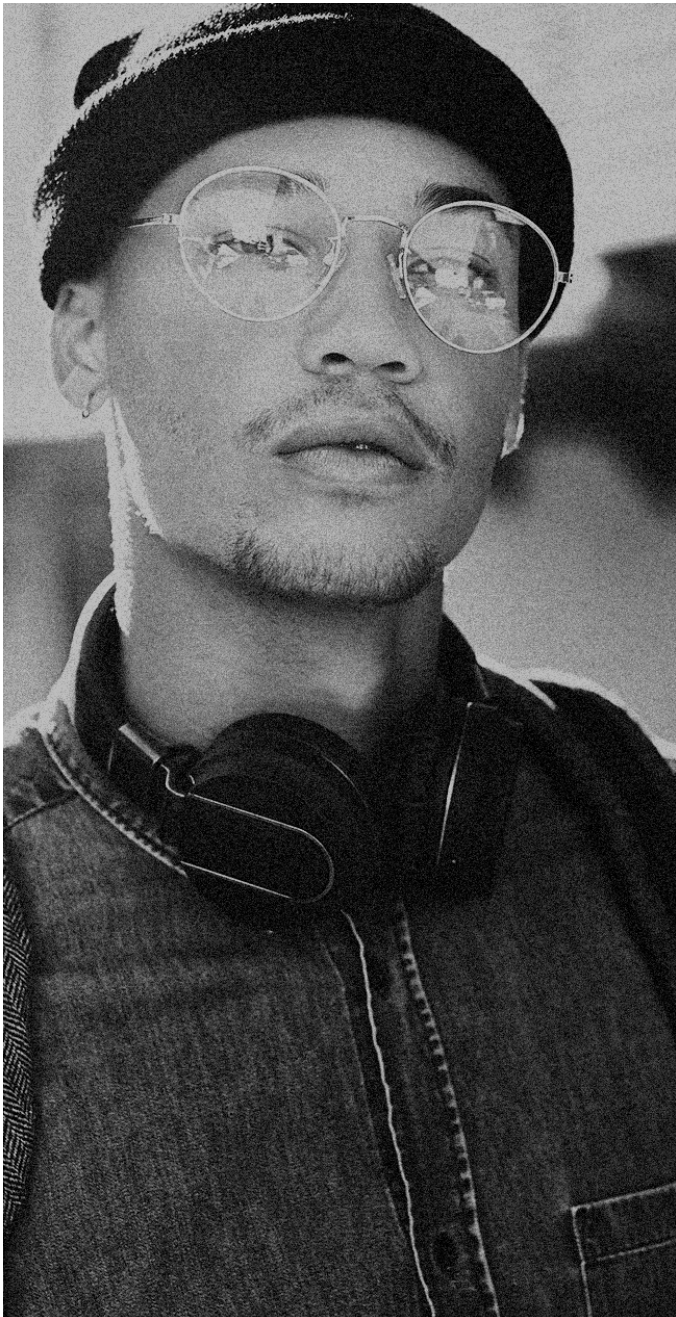
Managing clean and secure data is a persistent challenge, with privacy concerns demanding careful oversight to ensure ethical GenAI use. You want to be 100% sure that the prompts you give and the data you provide are being treated confidentially, and that outputs are not leading to misinformation.

4. Lack Of Capability

New tools require new capabilities. The art of prompting is being seen as one of the most important skills to build in the near future. Although prompting is technically nothing new, it is a skill that has become more important than ever to get the most out of your GenAI tools.

5. Organisational Readiness

We see most companies still being in the experimentation phase of GenAI: launching small use cases in smaller teams and exploring different tools. Next step is to scale, which brings challenges of global integration, infrastructure limitations and effective implementation.



'Organisational design is going to be fundamental to the roll out and scaling of Gen AI.'

- Becky Verano, Global VP of Marketing Operations and Capabilities, Reckitt

THE (POTENTIAL) ROLE OF GENAI IN MARKETING

Now, let's switch the conversation from challenges to opportunities.

We have built some excitement about the opportunities GenAI bring to marketing, and have been inspired by how some brands today are already exploring its full potential.

With the support of GenAI, marketers will be able to create personalised, data-driven creative content at scale, optimise customer engagement, launch consumer-centric innovations faster and make more evidence-based strategic decisions. They will be able to do more with greater efficiency, speed, and ultimately effectiveness (although we fully acknowledge this last one might not always be the case yet).

The narrative around GenAI in marketing is often misunderstood though. Contrary to popular belief, GenAI won't make traditional marketing capabilities and skills obsolete. Phew! Instead, it will enhance them, making marketers more efficient and effective.

In these early stages of GenAI adoption, we see different brands taking different routes: some using it predominantly for internal tasks, whereas other organisations are starting to use it for consumer-facing activities. We also see leading brands starting to shift from using GenAI for mostly operational tasks to more strategic uses linked to brand growth.



'People also feared that the accounting business would soon become obsolete when Microsoft launched Excel. Instead, we have more accounting firms than ever'

- Stephan Gans, Chief Consumer Insights and Analytics Officer, PepsiCo



'AI will not change how brands grow, but AI will help us be more efficient and effective'

- Hillary Pulver, Global Marketing Services Director, JDE

THE (POTENTIAL) ROLES OF GENAI IN MARKETING

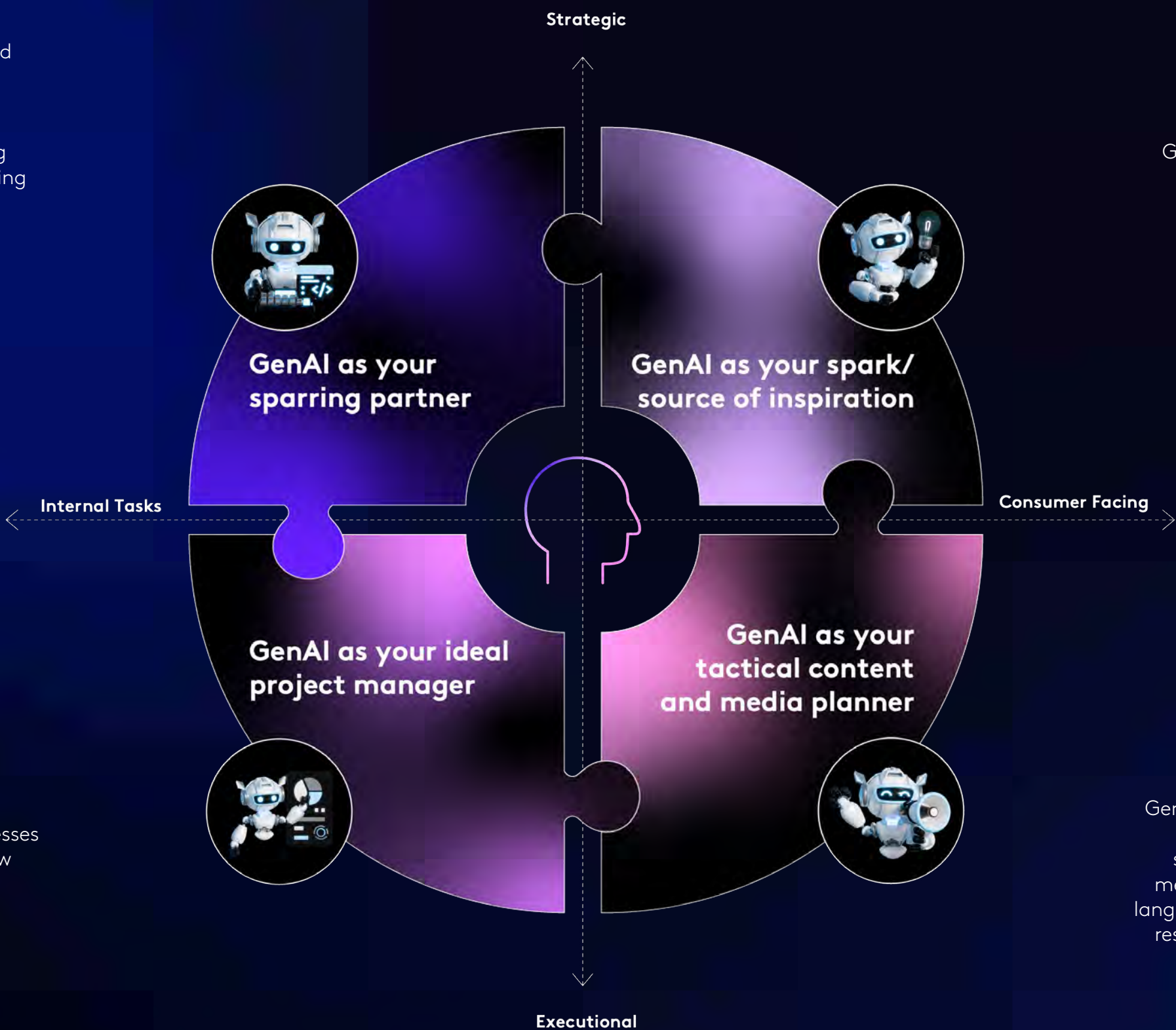
This leads us to four roles GenAI can play in your organisation. Think of it as a four-piece puzzle: AI can be used for multiple purposes, ranging from operational to strategic, from internal to consumer facing. Ultimately, companies will be using GenAI for all these different roles, to free up time for their marketers to truly drive business growth.

Strategic Advancement

GenAI being used for building long-term brand strategies, focusing on transforming how the brand connects with consumers. GenAI can support you by challenging, validating, and finetuning outputs from tasks such as shaping brand narratives to product testing and tailoring omnichannel experiences.

Brand Elevation

GenAI empower long-term planning and innovation, acting as a catalyst for trend forecasting, team guidance, and aligning marketing with overarching business goals. GenAI supports senior marketers by enriching strategic thinking, in tasks such as creative ideation, new product development, and insights generation.



GenAI being used for day-to-day execution, streamlining internal tasks to automate processes like data management, tracking, and workflow optimisation. GenAI can support you with the smooth functioning of tasks from automated ad performance reporting to creative asset management and synthesising information.

Operational Efficiency

GenAI being used for engaging with consumers through tailored content in real time. It can support you with tasks such as personalising messaging for different channels, devices, and languages, as well as automating media buying, resulting in increased efficiency and enhanced consumer connections across touchpoints.

Automated Marketing

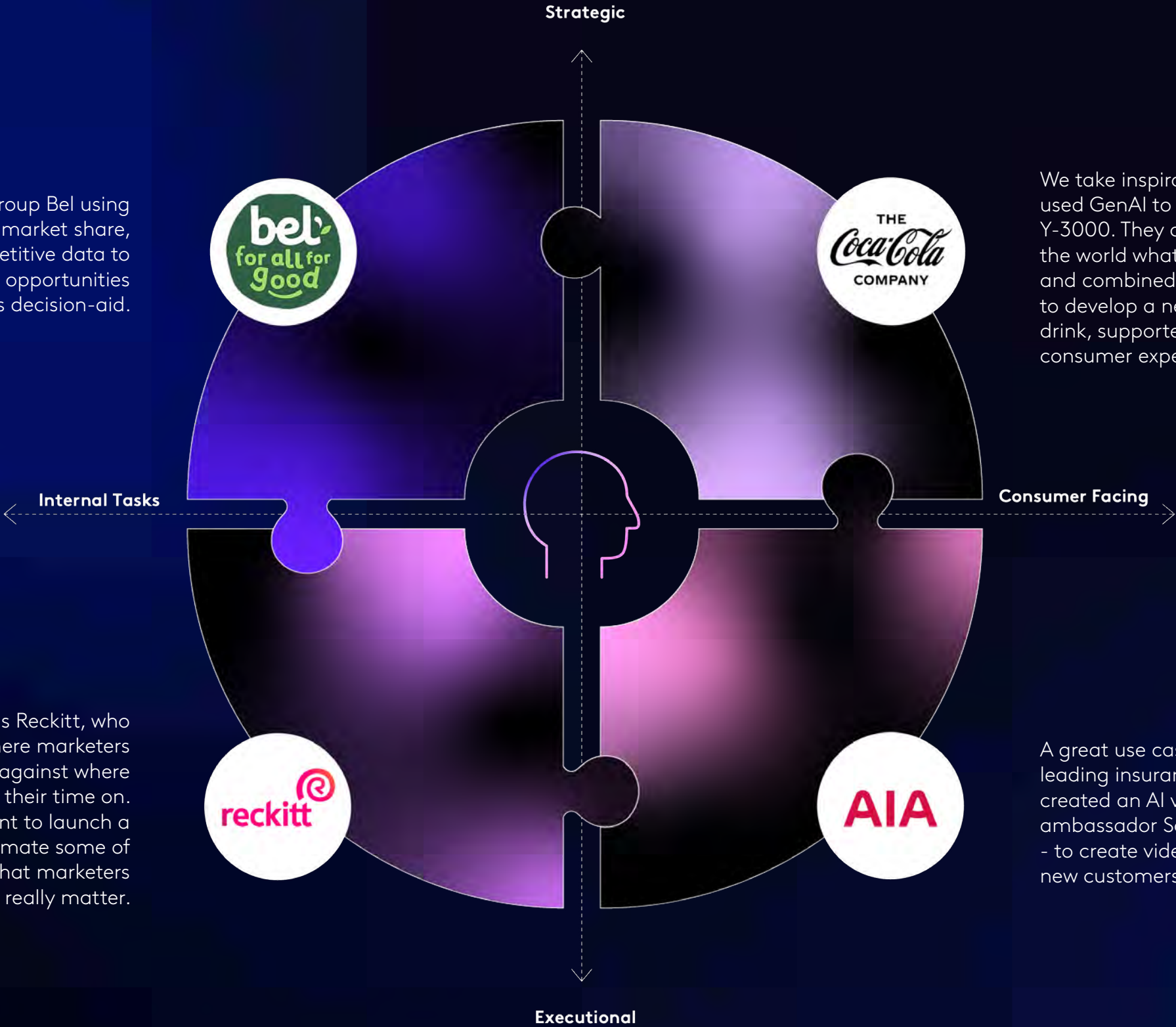
THE (POTENTIAL) ROLES OF GENAI IN MARKETING

Strategic Advancement

We love the example from Group Bel using their own BelGPT to connect market share, channel-based sales and competitive data to see where the biggest growth opportunities for the portfolio sit, using AI as decision-aid.

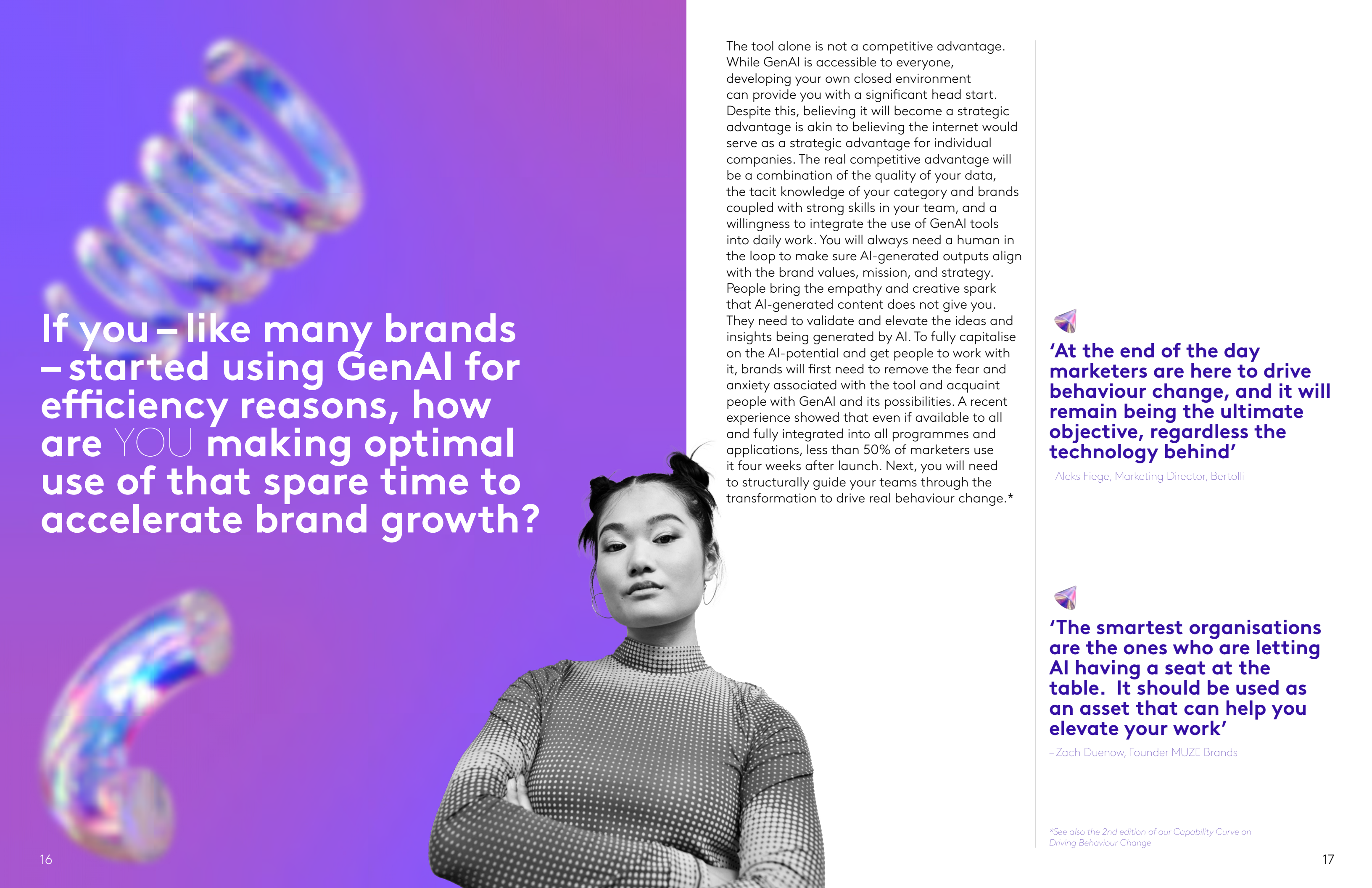
Brand Elevation

We take inspiration from Coca-Cola, who used GenAI to co-create a new flavor called Y-3000. They asked Coca-Cola fans around the world what the year 3000 would taste like and combined this with insights from GenAI to develop a new flavour for a limited-edition drink, supported with a fully AI-powered consumer experience.



An example we really liked here is Reckitt, who did a thorough analysis on where marketers spend their time today, plotted against where they want them to ideally spend their time on. They used this as a starting point to launch a series of use cases for AI to automate some of these time-consuming tasks, so that marketers can focus on the things that really matter.

A great use case here is AIA, one of Asia's leading insurance companies – who have created an AI version of football star and brand ambassador Son Heung-min – named AI Sonny – to create videos to welcome and onboard their new customers in a more personal way.



If you – like many brands – started using GenAI for efficiency reasons, how are YOU making optimal use of that spare time to accelerate brand growth?

The tool alone is not a competitive advantage. While GenAI is accessible to everyone, developing your own closed environment can provide you with a significant head start. Despite this, believing it will become a strategic advantage is akin to believing the internet would serve as a strategic advantage for individual companies. The real competitive advantage will be a combination of the quality of your data, the tacit knowledge of your category and brands coupled with strong skills in your team, and a willingness to integrate the use of GenAI tools into daily work. You will always need a human in the loop to make sure AI-generated outputs align with the brand values, mission, and strategy. People bring the empathy and creative spark that AI-generated content does not give you. They need to validate and elevate the ideas and insights being generated by AI. To fully capitalise on the AI-potential and get people to work with it, brands will first need to remove the fear and anxiety associated with the tool and acquaint people with GenAI and its possibilities. A recent experience showed that even if available to all and fully integrated into all programmes and applications, less than 50% of marketers use it four weeks after launch. Next, you will need to structurally guide your teams through the transformation to drive real behaviour change.*



‘At the end of the day marketers are here to drive behaviour change, and it will remain being the ultimate objective, regardless the technology behind’

–Aleks Fiege, Marketing Director, Bertolli



‘The smartest organisations are the ones who are letting AI having a seat at the table. It should be used as an asset that can help you elevate your work’

– Zach Duenow, Founder MUZE Brands

*See also the 2nd edition of our Capability Curve on Driving Behaviour Change

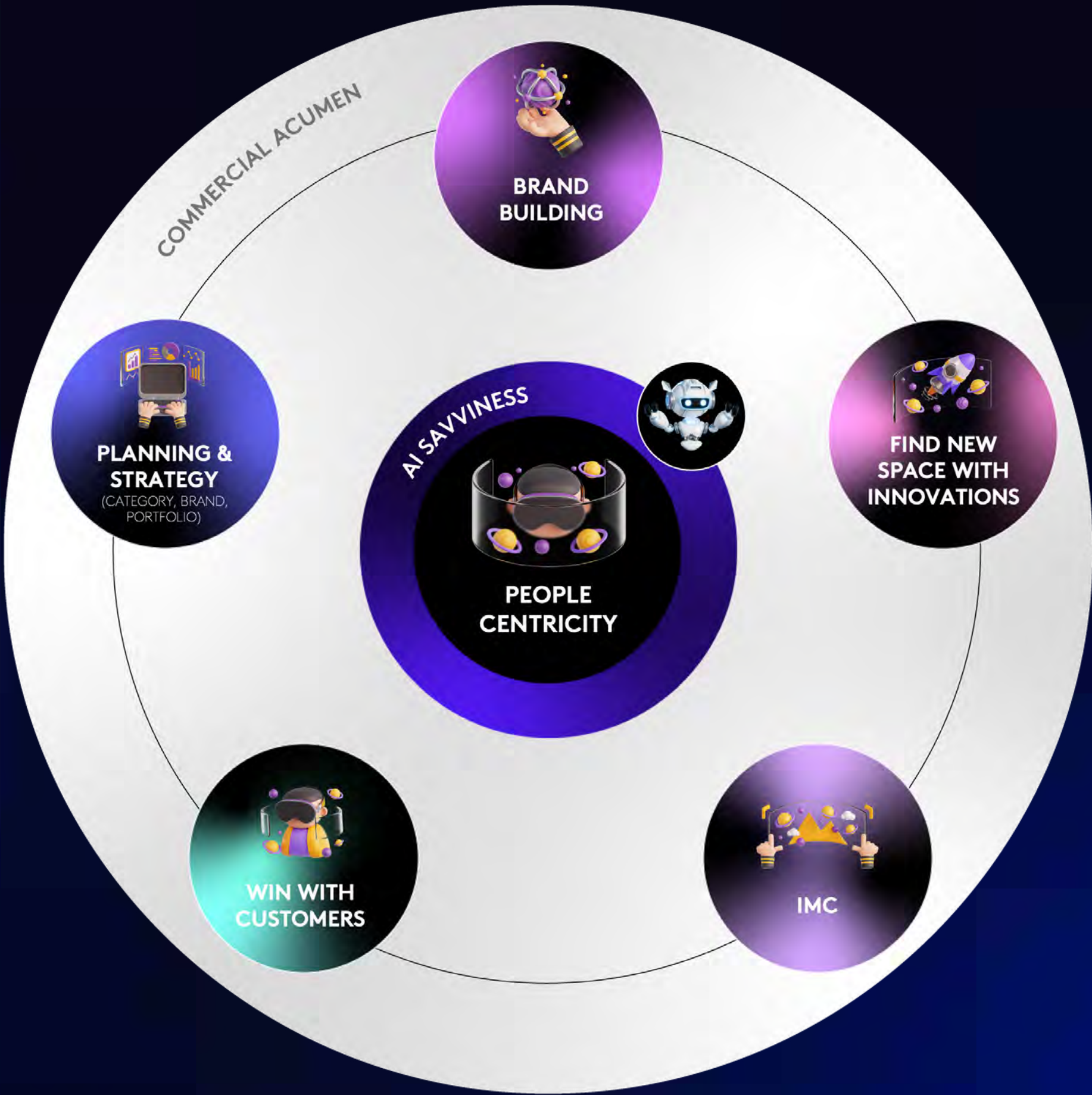
THE IMPLICATIONS FOR CAPABILITY BUILDING

In the previous chapter, we discussed how the lack of capabilities is one of the key challenges to GenAI adoption. New tools require new capabilities. We saw two different camps in the interviews we conducted: one spoke about the new skills and capabilities we will need to build, such as prompting, data ethics, coding, etc. The other emphasised the core marketing skills, which are becoming more important than ever.

Companies will need to start building excitement and understanding around GenAI: helping marketers understand how the tools work, what they can vs. cannot do, and how they can help them do more with greater efficiency, speed, and ultimately effectiveness.

“AI Savviness” will become a key capability for the coming year and we’re already seeing the first brands, like BBVA, L’Oreal, Reckitt, Meta, Coca-Cola, Colgate, Group Bel building the relevant skills and behaviours in prompting, data ethics, digital/AI savviness, etc.

Ultimately, “AI Savviness” will be fully integrated into the foundational marketing capabilities, both in terms of competency frameworks as well as capability programs. We saw a similar evolution of Digital and Omnichannel a couple of years ago, where each started as a standalone capability and was then slowly incorporated into other foundational marketing capabilities areas such as brand planning, activation, etc.



Next, investing in foundational marketing capabilities and skills will be paramount. Without these, marketers risk becoming overly reliant on GenAI, cutting corners, and losing the ability to judge the quality of AI-generated content. We observed an interesting interplay between the more experienced marketers and new joiners: for the experienced marketers, it's all about embracing a new tool that can help them save time and focus on the things that matter most; the new workforce is already using GenAI as a main source of information, but lacks the know-how and experience to judge and elevate the quality of output generated by AI. A knowledge transfer between these two audiences needs to happen where experienced marketers must transfer their marketing know-how to the new workforce and help them challenge and elevate deliverables, while new joiners should drive excitement and inspiration on the tools themselves.

We expect 3 marketing areas to be impacted the most:

- 1. Integrated marketing communication
- 2. Find new space with innovation
- 3. Planning & strategy

INTEGRATED MARKETING COMMUNICATION (IMC)

When we look at IMC, GenAI has already started to revolutionise various stages of the creative process. Today, the biggest impact is in creative testing (pre and post) and the more executional part of the creative process: localisation and amplification of content, media planning, and buying. This can massively help marketers be more present in an overly cluttered and touchpoint-fragmented world. Don't expect mind-blowing big ideas from GenAI yet: it can be used as a source of inspiration for developing ideas, but the true added-value from marketers will be in refining and elevating these concepts and ideas and adding a creative edge that a machine cannot.

See the end-to-end process below to see in more detail how GenAI will impact the IMC process from brief development all the way to measurement & optimisation.



'You don't build internal capabilities if you keep relying on external agencies'

- Elisabeth Ellison Davis, Group Chief Strategy & Transformation Officer, Group Bel





INTEGRATED MARKETING COMMUNICATION (IMC)

The expectation is that a lot of initial concept and creative idea development will be outsourced to GenAI soon. The true added-value from marketers will be in refining and elevating these concepts and ideas and adding a creative edge that a machine cannot.

Moving to the executional side of the creative process, we see GenAI already being frequently used for translation, amplification and optimisation content across platforms and devices, creating multiple variants of content at speed. The skill of cross-functional/country collaboration will become more prominent here as marketers will need to protect local, cultural relevance and quality standards.

One of the key areas where GenAI will make an impact. Marketers will need data analysis and optimisation skills, combined with a very agile mindset - to act on GenAI's continuous performance insights, quickly making informed decisions to optimise campaigns.

Brief development

Creative development

Creative testing

Production, asset creation & localisation

Media planning & campaign activation

Measurement & optimisation

We see a lot of commonalities between brief development and prompting. If you're not able to give the right context and ask the right questions, you won't get the results you were hoping for. Marketers will need stronger data interpretation and prompt engineering skills to leverage GenAI-generated insights for crafting precise, strategic briefs.

This is one of the processes where GenAI is already used a lot (also in ad pre-testing) and probably will only increase in the near future. Marketers will need skills in experimental design and analytics to interpret GenAI-powered insights, validate effectiveness and decide which creatives to scale.

GenAI can significantly improve efficiency in media buying. As media spend constitutes a large portion of the marketing budget, GenAI can help gain both efficiency and effectiveness in this area. To leverage AI-driven media planning, marketers will need a strong foundation in digital media and channel-specific nuances to make the most of predictive insights and deeply understand real-time content adaptation strategies.



INTEGRATED MARKETING COMMUNICATION (IMC)

GOOD PRACTICE



Use of GenAI to build a platform for consumers to design their own creative assets that then were used as social media content (16% yoy sales growth, 11% grow in brand awareness)



AI has been used to generate concepts based on specific targeted consumer needs and states. This has helped in creating more relevant and effective marketing strategies

BEST PRACTICE



Gen AI is used to deliver on hyperlocal relevance with speed and at global scale. They partnered with NVIDIA and WPP to personalise and customise Coke and meals imagery across 100-plus markets.



Use of GenAI for Creative Concept writing by taking all the learnings from all the previous data points and constantly training the tool to generate new concepts. Results show that they can generate similar or better quality concepts in 60% less time.



Develop "digital twins" of products to create marketing assets in fully virtual settings

NEXT PRACTICE



Gen AI is used to create adaptive ads tailored to consumer moods and real-time events. By leveraging AI platforms, the campaign generated contextually engaging content featuring Mourinho's iconic persona, connecting with diverse audiences globally.¹



Cadbury India used Gen AI to create hyperlocal, personalised advertisements featuring Bollywood actor Shah Rukh Khan. By analysing small business data, the campaign generated customised ads promoting local stores by name, helping them gain visibility and connect with customers during the festive season.²

1. <https://www.mars.com/news-and-stories/press-releases-statements/snickers-hires-ai-powered-jose-mourinho>

2. <https://www.wpp.com/en/featured/work/2022/03/agilvy-and-wavemaker-notjustcadburyad>

What if **YOU** would be
able to create world-class
creative concepts in 60%
less time?



FIND NEW SPACE WITH INNOVATION

When it comes to innovation, GenAI offers huge potential to identify new opportunities, facilitate and spark idea generation, and speed up the innovation process. Through GenAI, you're able to synthesise vast amounts of information to identify white spaces and spark ideas for innovation. Be mindful though: more ideas are not necessarily better. Innovation plays a key role to find new space for growth, so you're looking for innovation that is meaningfully different, that resonate with your consumers and customers. This – like in the IMC process - will still require human judgement to validate and improve these ideas and concepts. See the end-to-end process below to see in more detail how GenAI will be impacting the Innovation process from opportunity identification all the way to measurement & optimisation.



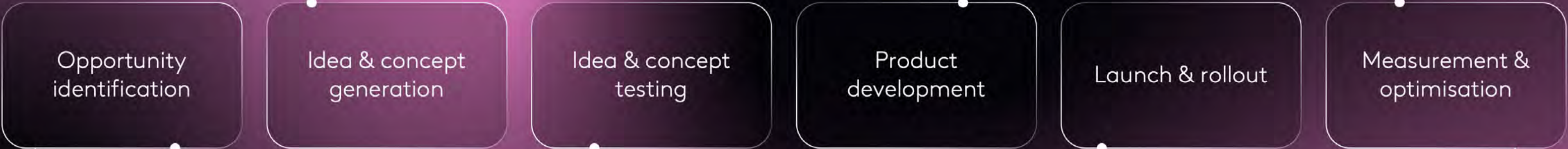


FIND NEW SPACE WITH INNOVATION

GenAI can facilitate and spark idea generation, but you will need a marketer's creativity, business acumen and judgement to ensure you generate ideas and concepts that are meaningfully different. Also, it currently is more suitable in this phase for incremental innovation compared to breakthrough ideas for disruption.

GenAI is being used to make the development process more efficient and improve profitability. GenAI can support the creation of product mockups, design iterations, and customer experience simulations. Marketers play an important role to translate these GenAI-generated prototypes into compelling customer propositions. For this, technical skills are required as well as cross-functional collaboration as they bridge the gap between the technical team, and the consumer needs.

The role of GenAI in this phase is very clear and already embraced by many brands today. Marketers will need data analysis and optimisation skills, combined with a very agile mindset - to act on GenAI's continuous performance insights, quickly making informed decisions to adapt marketing messages, product positioning, and customer engagement strategies on the fly.



GenAI allows us to easily synthesise and connect market data, customer insights, competitive landscapes, and previous opportunity spaces to pinpoint emerging trends and unmet needs. For marketers – next to the required enhanced skills in data interpretation and insights – we see a clear need in strategic thinking to identify which opportunities align best with the brand strategy and positioning in the market.

AI is already playing a significant role in this process step. Through GenAI you can test more ideas and concepts, faster and cheaper. Marketers will need strong creative assessment skills to evaluate GenAI-driven ideas. Next to that, we also see a key role for marketing to refine and sharpen these concepts, balancing data with human intuition to protect customer relevance and brand identity.

We see GenAI being frequently used in the more executional part of innovation: guiding launch strategies by identifying optimal channels, timing, and personalised messaging for different segments. Marketers will need campaign planning skills that incorporate real-time adaptability, as they have constantly access to AI generated insight that help them optimise their rollout



FIND NEW SPACE WITH INNOVATION

GOOD PRACTICE



GenAI is used in packaging development testing, allowing for more possibilities and making JDE more effective in a later stage.

BEST PRACTICE



GenAI is utilised to reduce the product development cycle from several months to just six weeks and to reformulate existing products to better align with consumer demands for healthier options³.



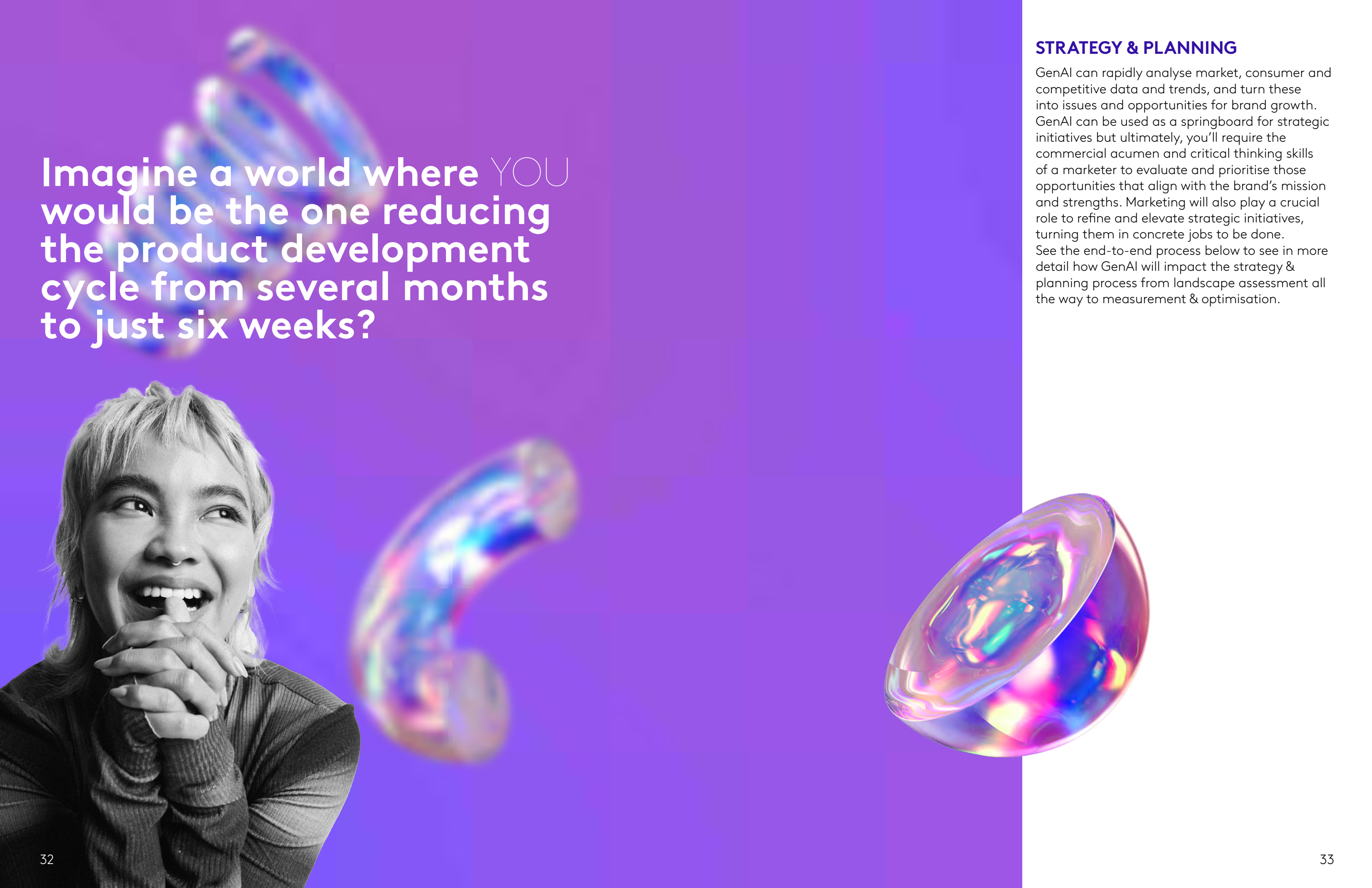
Haleon developed their own Gen AI tool, AskHelen, is being used as a sparring partner for innovation through all stages of the innovation funnel: from the name for the elevator pitch to the insight all the way to RTB.

NEXT PRACTICE



MetaAI is integrated into the latest Ray-Ban smart glasses, allowing users to capture photos and videos and interact with GenAI, including features designed to assist people with visual impairments.

³. <https://aimresearch.co/generative-ai/how-pepsico-utilizes-generative-ai-to-drive-innovation-and-efficiency>



Imagine a world where **YOU**
would be the one reducing
the product development
cycle from several months
to just six weeks?

STRATEGY & PLANNING

GenAI can rapidly analyse market, consumer and competitive data and trends, and turn these into issues and opportunities for brand growth. GenAI can be used as a springboard for strategic initiatives but ultimately, you'll require the commercial acumen and critical thinking skills of a marketer to evaluate and prioritise those opportunities that align with the brand's mission and strengths. Marketing will also play a crucial role to refine and elevate strategic initiatives, turning them in concrete jobs to be done. See the end-to-end process below to see in more detail how GenAI will impact the strategy & planning process from landscape assessment all the way to measurement & optimisation.



PLANNING & STRATEGY

GenAI can more easily identify gaps or opportunities in the market by detecting patterns in customer needs and competitive weaknesses. Marketers will need strong critical thinking to strategically prioritise which issues and opportunities align best with the brand's mission and strengths.

GenAI will predominantly be used as a springboard for strategic initiatives by simulating customer engagement scenarios, testing potential outcomes, and proposing tactics aligned with identified objectives. Marketers will need strategic planning skills to select, refine and elevate initiatives that align with brand goals and turn them into concrete jobs to be done: get who to do what by overcoming which barrier.

Marketers will need data analysis and optimisation skills, combined with a very agile mindset to act on GenAI's continuous performance insights, quickly make informed decisions to optimise their strategy or plan.

Landscape assessment

Issues & opportunities

Objective setting

Strategic Initiatives / Jobs-to-be-done

Activity planning

Measurement & optimisation

GenAI can rapidly analyse market trends, competitor actions, and consumer sentiment across multiple data sources, giving marketers a comprehensive view of the competitive landscape. Most of this can be done by GenAI, yet marketers need to have the right business acumen to evaluate the quality of the AI-generated landscape assessment.

GenAI enables us to use and connect historical data and predictive analytics. It can help marketers set realistic, data-backed objectives based on market potential and growth opportunities. Marketers need a combination of business acumen and a solid understanding of how to interpret predictive models to set objectives that are both ambitious and realistic, while delivering on the overall business goals.

This is one of the process steps where the use of GenAI will be a quick win as it can help map out activity plans, from channel selection to messaging strategies, predicting the optimal combinations for various segments. Marketers will need a deep understanding of multi-channel planning and an ability to leverage AI-driven insights to tailor messaging and timing across platforms.



PLANNING & STRATEGY

GOOD PRACTICE



GenAI is used as sparring partner for creating and refining strategies.



GenAI is used to create synthetic respondents after segmentation typologies.⁴



GenAI is used to enhance customer segmentation, leading to more targeted marketing and significant media savings.



L'Oréal developed their own GenAI tool, L'Oréal GPT, to augment employees' ability to ideate and be productive.



Group Bel developed their own internal GenAI tool, BelGPT. Amongst many other functionalities, it connects market share, channel-based sales, and competitive data to see where the biggest growth opportunities for the portfolio sit, using GenAI as decision aid.

⁴. <https://www.ipsos.com/en-us/unleashing-power-gen-ai-purinas-insights-journey-ipsos>



Have **YOU** started using GenAI yet to identify the biggest opportunity spaces for next year's brand plan?

In summary, we see GenAI as a powerful tool that can enhance marketing capabilities, but given there will always be a human in the loop to judge, elevate and make the right strategic decisions, organisations will also need to double down on building the foundational marketing capabilities skills. This will allow marketers to embrace and adopt GenAI while maintaining their strategic and creative edge to stay ahead in the ever-evolving landscape.

WHAT TO DO NEXT

In today's rapidly evolving marketing landscape, leveraging the full potential of Generative AI requires more than just adopting a new technology—it demands a structured, capability-focused approach that translates vision into action.

Drawing on Kantar Consulting's global experience, combined with the learnings from our stakeholder interviews, we've developed a roadmap to guide companies through the GenAI integration process, with practical steps tailored to address the challenges companies face at every stage. From ethical concerns to infrastructure limitations, we've designed a step-by-step approach to help marketers make informed, impactful decisions.

The roadmap takes a phased approach for Capability:

- Quick wins to generate early results and momentum within six months
- Mid-term opportunities for deepening and scaling GenAI's impact within 6-18 months
- Long-term transformations that envision a future where GenAI is fully embedded within the core of marketing strategies



'AI is an incredible tool, but it risks fostering laziness. Therefore, we must focus on preserving the foundational skills of marketing and insight generation.'

– Gregory Kukolj, Chief Growth Officer, Whoppah



'AI only works through cross-functional collaboration and change management. I think that is a capability that is often overlooked when implementing AI.'

– Wendy van Sante, Marketing Director Slovakia, Heineken

What that roadmap looks like for you, will depend on where you are on your AI journey.



STRATEGY

- **Explore Which GenAI Tools** will help you drive efficiency and effectiveness in marketing
- **Marketing Process Audit:** Conduct a comprehensive audit of current marketing processes to identify high-impact GenAI opportunities
- **Develop And Embed An GenAI-Driven Marketing Strategy:** Formulate a detailed GenAI strategy that aligns with overall brand objectives, customer experience goals, and future growth plans
- **Revise Marketing Roles And Responsibilities:** Redefine key roles within marketing to integrate AI competencies
- **Embed In Business:** Embed AI into the core business strategy, expanding GenAI usage across the organisation and establishing GenAI-driven innovation hubs.

WAYS OF WORKING

- **Guidelines & Compliance Framework:** Design a robust compliance framework with ethical, legal, and human oversight standards
- **Create A Cross-Functional GenAI Marketing Taskforce:** Form a dedicated task force to facilitate small-scale pilot projects, bridging various marketing functions (e.g., innovation, creative, media) with GenAI initiatives
- **Update Competency Framework:** Revise your competency framework to reflect which marketing activities might get outsourced to GenAI, and what skills and behaviours you expect from the marketing function.
- **Run Pilots** where you shift from using GenAI for operational to the more strategic tasks
- **Establish An AI Marketing Center Of Excellence:** Create a centralised team to continuously assess and implement GenAI opportunities across marketing functions, to support AI adoption, offering consulting, training, and resource sharing for AI-driven marketing projects across the organisation

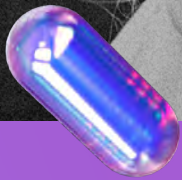
TRAININGS

- **Prompting Essentials Training:** Upskill marketers on the basic applications of GenAI across marketing
- **Fully Updated Academy:** Fully integrate AI into the marketing academy, providing updated training and GenAI-based workflows for company-wide learning

LEADERSHIP

- **Identify And Appoint An AI Sponsor:** Select a senior leader within marketing to champion AI initiatives





We hope this article inspired you and gave you some concrete tips and guidance to further embrace GenAI in marketing. You probably wonder if we have used GenAI to write this article? Of course, we have used it as a source of inspiration – practice what you preach, right? – but we can reassure you that most of this needed the human touch.

Did you find out where you are on the spectrum of Fear or FOMO?

Whatever the answer is, we recommend you getting in touch.



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