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Applied Project Submission Form

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Marketers' Perceptions of AI-generated marketing content and its impact on Consumer Experience.

Julia Behling Gross

Supervisor: Paula Leocadio

Applied Project

Independent College

Date: 07th of June, 2026

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Abstract

The purpose of this research is to explore: How do marketers perceive the impact of AI-generated marketing content on consumer experience? While the existing literature focuses on the operational benefits of AI, particularly in relation to automation, efficiency, and personalisation, there is limited research exploring how marketers perceive the impact of AI in their jobs and on consumer experience.

This research adopted a qualitative and exploratory approach, guided by an interpretivist research philosophy. The data were collected through semi-structured interviews, with four marketers from different industries who provided valuable insights int the research topic. The data were analysed using Braun and Clarke's (2006) six-phase thematic analysis framework.

The findings indicate that AI is widely used to support personalisation, content creation, data analysis, and operational efficiency. Participants viewed AI as a valuable tool that enhances productivity and enables more targeted interactions, yet they also raised concerns about transparency, authenticity, over-personalisation, and consumer trust. Thus, they emphasised the need for human oversight to preserve emotional connection and brand authenticity.

This research contributes to the growing of AI in marketing practices, by providing valuable insights into marketer's experiences and perceptions of AI and its impact on consumer experience.

Keywords: Artificial intelligence (AI); AI-generated content; Consumer experience; Personalisation; Authenticity; Consumer trust; Human-AI collaboration.

Chapter 1: Introduction

1.1. Background to the study

Artificial Intelligence (AI) has become a transformative technology across many industries. In marketing, AI supports targeting, personalisation, segmentation, campaign management, customer interaction, and content creation - tasks that before required human intelligence (Staff, 2026b; Jarek & Mazurek, 2019). In this context, AI-generated marketing content refers to the AI creating images, text and videos through generative systems (Hartman et al., 2025). However, its increasing use raises concerns regarding authenticity and the reduction of human creativity (Hartmann et al., 2025).

Personalisation in marketing involves using past data and behavioural insights to tailor messages to individual consumer preferences (McKinsey, 2023). While this improves relevance, over-personalisation can harm the brand identity, by repeatedly showing similar content to consumers (White, 2024). Alongside personalisation, authenticity has become a central concept in AI-generated content. Authenticity is about maintaining an honest, genuine, and unaffected communication with your target audience (Bardon, 2023), and is a key component of consumer experience, which reflects the emotions and perceptions, that customers have with a brand (Iwuozor, 2023). Consumer trust is closely linked, providing insights about the confidence that a buyer has in a company or its product, alongside with brand behaviour, transparent communication, and ethical practices (Kushmaro, 2024).

Marketing ethics emphasises honest and responsible communication with consumers (AMA, 2025). As a result, concerns surrounding AI-generated content continue to grow, particularly regarding consumer trust, transparency, and deepfakes - the AI generating or manipulating videos, images, audios, or texts (Brandvm, 2026; Bur, 2025). In response, marketing regulations aimed to protect consumers and ensure that fair practices continue to evolve alongside technological developments (Market, 2025).

To some extent, marketing automation also plays a crucial role in organisations, as it consists of AI collecting and using customer data, to help marketers take actions. It is usually divided between email campaign, customer journey, CRM integration and social media posting (Salesforce, 2026). Even though automation allows marketers to focus on more strategic automation activities, it also raises concerns regarding the reduction of human involvement (Kumar et al., 2024; Davenport et al., 2019). Based on that, human creativity - original ideas, problem solving, and strategic thinking – remains essential (Villa, 2026). As the literature suggest that AI is used more as a supportive tool, rather than a replacement of human creativity (Davenport et al., 2019).

Taken together, this research adopts a qualitative and exploratory approach to understand how marketers perceive and experience AI in their jobs and how that influences consumer experience.

1.2. Research Question

With the integration of AI in marketing practices, how marketers create content, how organisations deliver personalized experiences, and how organisations interact with consumers

has transformed. While the existing literature highlights the benefits of AI in automation, personalisation, and efficiency, there is limited understanding of how marketers perceive the impact of AI-generated content on consumer experience (Kumar et al., 2024; Davenport et al., 2019).

Based on that, the main research question of this research is: How do marketers perceive the impact of AI-generated marketing content on consumer experience?

1.3. Research Objectives

The purpose of this research is not only to understand how AI is changing the way marketers are introducing the technology in their daily activities, but to understand how these changes are experienced by them and their consumers.

Research objective 1. *To explore how marketers use AI-generated content in their day-to-day practice:* This objective aims to understand how marketers are implementing AI in marketing, and how they are using this technology in their jobs.

Research objective 2. *To examine how marketers perceive the impact of AI-generated content on consumer experience:* This objective aims to explore how AI-generated content benefits and challenges marketing content creation.

Research objective 3. *To explore how AI is influencing the role and required skills of marketers:* This objective aims to understand how AI is reshaping operational execution, and decision-making, as well as how AI-related skills are growing as an important function for marketers.

1.4. Research Themes

The literature review will be organized into four themes:

Theme 1: *AI and the Transformation of Strategic and Operational Marketing Roles*

This theme will position AI as a transformative technology across strategic and operational marketing content and activities, helping to understand data-driven decision-making, efficiency, and automation. However, there is still limited discussion about how this is affecting marketing practices (Jarek & Mazurek, 2019; Verma et al., 2021; Van Elsh & Black, 2021; Tomlinson et al., 2025; Oraini, 2026; Shaban et al., 2026).

Theme 2: *The Tension Between Human and AI Creativity in Marketing Content Creation*

The relationship between human and AI creativity remains a tension when analysed within the literature, suggesting that AI can outperform human creativity in terms of speed and efficiency (Dhar, 2016; Jarek & Mazurek, 2019; Subbalakshmi & Nandhini, 2024; Kumar et al., 2024; Hartmann et al., 2025). Bringing up an ongoing debate, should AI be used as a supportive tool or a substitute in creativity processes?

Theme 3: *Ethical and Regulatory Challenges of AI in Marketing*

Ethical and Regulatory challenges are bringing attention when associated with AI-generated marketing content highlighting the concerns faced from marketers when related to transparency, deepfakes, consumer protection and over-personalisation (Oluwafemi et al., 2021; Kumar, 2023; Duivenvoorde, 2025; Zhao, 2025; Kumar et al., 2025).

Theme 4: *AI and the Transformation of the Marketer–Consumer Relationship*

While research has examined the performance of AI in marketing, and how marketers perceive the integration of AI-generated content, there is still a lack of insight into how these developments are perceived by consumers (Kumar et al., 2019; Hollebeek et al., 2021; Puntoni et al., 2021; Wen & Li, 2025).

1.5. Relevance and Importance of the Research

This research aims to provide insights regarding how marketers are interpreting the growth of AI in their jobs and the balance between human input and automation (Jarek & Mazurek, 2019) for managers and team leaders. It highlights not only the benefits, but also the implications that marketers experience. Additionally, it provides a guide to human resource (HR) professionals, by reshaping skill requirements, training, and staff development needs (Van Esch & Black, 2021).

1.6. Thesis outline

This research is structured into six chapters:

Chapter 1 introduces the main research question, background to the study, objectives, and key concepts related to AI-generated content. Chapter 2 presents the Literature Review, where existing literature is critically examined based on AI in marketing, while identifying the research gap which justifies this research. Chapter 3 explains the research methodology adopted, including how the data was collected, thematic analysis, and ethical considerations.

Chapter 4 presents the data analysis and findings of this research. Chapter 5 interprets the findings in relation to the existing literature and objectives. Finally, Chapter 6 concludes this research by summarizing the research question, findings, and recommendations for future research.

Chapter 2: Literature Review

2.1. Introduction to the Literature Review

This chapter will introduce existing academic literature while providing a theoretical foundation to the research question: How do marketers perceive the impact of AI-generated marketing content on consumer experience?

AI adoption in marketing practices is growing (Labudova, 2024), but limited research exists about how marketers perceive AI, particularly in consumer experience. Consequently, this research examines the balance between machine intelligence and human creativity, while it seeks to understand how marketers interpret and respond to such technological advances in practice.

2.2. Thematic Review of the Literature

2.2.1. AI and the Transformation of Strategic and Operational Marketing Roles

AI in marketing showcases the importance of data-driven decision-making in the role of marketers by improving marketing performance, and the way marketing strategies are executed (Oraini, 2026). While Verma *et al.* (2021) point out that the role of AI is to help marketers with strategic decision-making, by collecting and analysing consumer data, research from Jarek & Mazurek, (2019) extend this by suggesting that AI influences strategies as well as operations.

The authors have identified AI in all the areas of the marketing mix and with that marketer must understand and manage the AI operational implementation across the framework (see figure 1) (Jarek & Mazurek, 2019).

Table 2 | Areas of the impact of AI on marketing mix

Product	Price	Promotion (Brand)	Place (Sales & distribution)
• New product development • Hyper-personalisation • Automatic recommendations • Creating additional value • Additional solutions beyond product category	• Price management and dynamic price matching to customer profile	• Creating a unique experience • Personalised communication • Creating the wow factor and offering benefits • Elimination of the process of learning product categories • Positive impact on the customer • Minimised disappointment	• Convenient shopping • The faster and simpler sales process • 24/7 customer service (chatbot) • Purchase automation • Service-free shops • Consultant-less customer support • New distribution channels • Merchandising automation

Figure 1: Source Jarek, K & Mazurek, G (p.52).

The transformation of marketing roles relates to the use of AI in digital marketing. In this context, Oraini (2026) supports the view that AI is being integrated as a new component in the marketing mix – The new "P" for prediction, personalisation, and performance.

Jointly, both studies present the idea of AI in the strategic planning and in the performance evaluation of marketing optimisation and it makes possible for marketers to go beyond their limits to predict consumers preferences and adjust real-time pricing.

Furthermore, the literature supports the idea of AI not replacing marketing professionals but rather shifting the roles into a hybrid model by changing organisational capabilities and

marketing performance. However, it simultaneously floods the organisations with massive volume of data.

The literature above acknowledges the benefits of the introduction of AI in the marketing mix and performance, while several emphasise that AI is changing the skills and competences of marketers. The literature suggest that digital marketing is being revolutionized by AI, where it becomes self-aware and perform any human cognitive task (Van Esch & Black, 2021). AI is no longer being used only to support marketers' strategies, but it is increasingly helping marketers to execute their daily activities. Which in today's competitive environment, companies do not only need to market their services and products, but also themselves, and with that the success depends on hiring the right talent (Van Esch & Black, 2021).

Overall, the AI evolution highlights the shift towards data-driven and automated decision-making processes, where the speed and precision come from AI. Marketers must continue learning how to use the technology to remain relevant.

2.2.2 The Tension Between Human and AI Creativity in Marketing Content Creation

Hartman *et al.* (2025) argue that generative AI can produce and surpass human-made content, in both engagement and quality at a lower cost, while it can help marketers to produce marketing content faster and cheaper. For example, purchasing a professional photo can cost around 5$ - 100$ dollars, depending on license. In contrast generating a single picture with OpenAI, costs merely USD .04 (see figure 2) (Hartman et al., 2025).

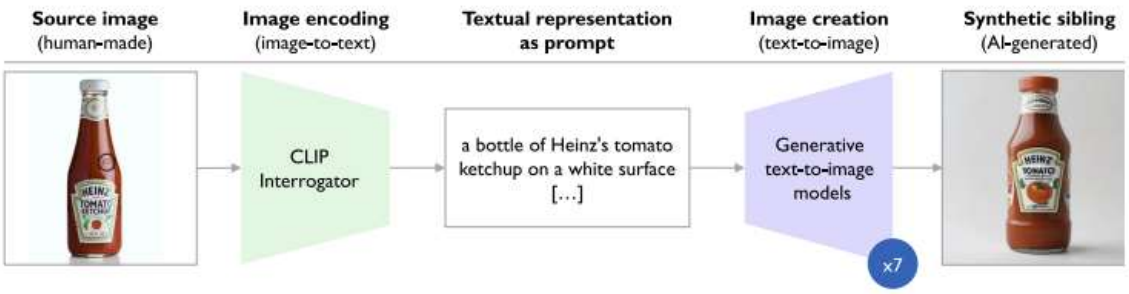


Figure 2: Source Hartman, et al. 2025. (p. 18).

In contrast, Subbulakshmi & Nandhini (2024) stress that emotional intelligence limits AI's creative capacity. In this sense, AI can offer speed and data-driven optimisation, but it cannot replace the human touch.

Jointly, Jarek & Mazurek (2019) and Kumar *et al*. (2024) suggests that AI can assist marketers with generative ideas, campaign optimization, and tailoring content to specific consumers. However, they imply that AI creativity depends on human guidance. As marketers need to ensure that the content is aligned with the brand identity. This statement supports the argument that AI is being used as a tool rather than a creator.

Similarity is found on Dhar's (2016) research regarding whether AI could substitute human capabilities in general. Therefore, an argument can be made that while AI may outperform in certain content production, AI lacks emotional and ethical judgments that are crucial to have effective marketing (Hartman et al., 2025).

As a result, there is a potential tension between the ongoing need for human creativity and AI's ability to enhance content production and/or development. Marketers must adapt to the use of the technology, as per developing or checking the AI creation.

2.2.3. Ethical and Regulatory Challenges of AI in Marketing

The introduction of AI into marketing practices raises both ethical responsibilities and legal considerations for consumer protection. While generative AI offers possibilities to market products to consumers, through chatbots, and recommended for you, concerns algorithmic bias, data privacy, consumer trust and transparency are raised (Zhao, 2025).

Oluwafemi *et al*. (2021) implies that AI-driven marketing depends on a large volume of personal data, which for instance is often collected without an informed consent, what can lead to consumer trustworthiness (Kumar, 2023; Kumar & Khan, 2025). Based on that, The General Data Protection Regulation (GDPR) requires that business obtain explicit consent from individuals before collecting or processing their data (Oluwafemi et al., 2021).

Moreover, algorithmic bias emerges as another implication flagged by Oluwafemi *et al.* (2021). If the data contains inherent biases, such as socio-economic, gender or racial, the algorithms will reflect in their outputs. This can potentially result in discriminatory practices in the marketing process (Oluwafemi et al., 2021). Furthermore, the "black box" nature of AI systems (i.e., limited transparency in how AI models process large data and generate outputs without a clear explanation), lacks explainability for consumers to understand how marketing decisions are generated (Oluwafemi et al., 2021).

AI is used among companies to create realistic and persuasive marketing content, which is not advertised as AI creation. For example, credit companies can target impulsive individuals with image of products that it desires but are low in cash for short term credits (Duivenvoorde, 2025).

The literature argues that AI-generated content becomes increasingly indistinguishable from human-created content, bringing risks of deepfake (Duivenvoorde, 2025). The problem here is to leave customers believing that the videos are real, when in fact they are AI-generated (Van Esch et al., 2021; Duivenvoorde, 2025). Moreover, the Digital Service Act – adopted on November 16th, 2022, and the EU Artificial Intelligence Act – adopted on March 13th, 2024, are not fully protecting the consumers in the present.

Current regulatory framework is limited, suggesting that AI policies are struggling to keep pace with the advances in generative AI, potentially impacting brand credibility and consumer trust (Zhao, 2025; Oluwafemi et al., 2021).

2.2.4. AI and the Transformation of the Marketer–Consumer Relationship

AI is changing how marketers engage, manage and interact with their consumers (Chen et al., 2024). Together, Puntoni *et al.* (2021) and Chen & Prentice (2024) reveal that AI-driven system helps marketers deliver immediate response content based on consumer data, obtained by AI from the shadows consumers leave behind when they are engaging with their daily activities.

Both studies focus primarily on performance outcomes, offering limited data into how consumers are expecting the interaction to be, particularly in terms of the quality of the relationship and

authenticity, suggesting that AI quality can positively influence the customer's experience, such as, emotional, behavioural, social and sensorial (Puntoni et al., 2021).

In contrast, Jinpeng & Xiaohua, (2025) have introduced a more critical perspective of the impact of AI on emotional engagement and trust. Revealing that AI can influence purchasing decisions when used with responsibility. This indicates that consumer acceptance depends on how human-like these interactions are and how credible they look, the technology alone seems insufficient.

Supporting this view, Hollebeek *et al.* (2021), suggest that the more seamless AI, the lower the chance of customers being aware that they are interacting with a machine. For example, when a customer online is chatting with a chatbot and thinking they are talking with an assistant, if this interaction passes unaware, the technology passes the test (Hollebeek et al., 2021).

When analysed together, the authors reveal a tension between their findings. Although is clear that AI improves efficiency, data collection and personalisation, it may weaken the emotional connection required to build a long-term relationship with their consumers.

Even though the studies from Kumar *et al*. (2019) and Chen & Prentice (2025) have emphasised the benefits of personalisation, as a process that interlinks customers and marketers (Kumar et al., 2019), it does not focus on the risks of over-personalisation, which can lead to a negative customer impact.

Overall, while AI is reshaping marketers' jobs, it may also reduce the emotional connection, as automated systems usually prioritise speed over human empathy and trust. The literature provides valuable insights about this theme; it does not capture how marketers are managing and interpreting the relationship between consumer experience and the AI system.

2.3. Synthesis of the Literature

Together, the literature reveals that marketers are recognizing AI as a transformative tool within marketing (Davenport et al., 2019; Jarek & Mazurek 2019; Verma et al., 2021). Across themes one and two, AI is mentioned as a tool that enables marketers to generate content and personalize customer's interactions. However, there is a tension between themes one and two, as one theme suggest that AI is supporting marketers, and the others suggests that AI can replicate human creativity (Dhar, 2016; Jarek & Mazurek, 2019; Subbulakshmi & Nandhini, 2024; Kumar et al., 2024; Hartman et al., 2025).

Theme three introduces ethical concerns, data privacy, and the risk with over-personalisation, suggesting that even though AI can improve consumer's reach, it might also impact their trust (Oluwafemi et al., 2021; Kumar, 2023; Duivenvoorde, 2025; Zhao, 2025; Kumar & Khan, 2025). Theme four addresses this gap, as customer vs marketer relationship brings the challenges that are implemented when using AI-generated content (Kumar et al., 2019; Hollebeek et al., 2020; Puntoni et al., 2020; Jinpeng & Xiaohua, 2025; Chen & Prentice, 2025).

2.4. Identification of the Research Gap

The literature focuses on technology capacity, organisational outcomes, and consumer experiences. With that, it gives little attention to the marketer's perspectives with the use of AI (Jarek & Mazurek, 2019; Kumar & Khan, 2025). Moreover, a methodological gap is identified

within the literature. Many studies focus on quantitative methods (Subbulakshi & Nandhini, 2024; Mazurek, 2012; Oraini, 2026; Chen & Prentice, 2025; Labudova, 2024), providing limited understanding about how marketers perceive AI at work.

Overall, these themes are connected and pointing to a broader gap within the literature: How do marketers perceive the impact of AI-generated marketing content on consumer experience?

In response to that, this research aims to address these limitations, using a qualitative approach, to understand the opportunities and challenges that are associated with AI in marketing.

2.5. Chapter Summary

Through four key themes, this chapter has examined the role of AI and AI-generated content in marketing practices. The first theme highlighted within the literature refers to how AI is transforming the role of marketers across operational and strategic activities. The second theme explored the relationship between human creativity and AI-generated content in the creativity area. The third theme introduces the regulations and ethical concerns that arise when using the technology. This theme focuses on transparency and trust among marketers and consumers. Finally, the last theme addressed the impact of the use of the technology on consumer experience.

To address the research gap, the next chapter is going to outline the research methodology, consisting in a qualitative approach.

Chapter 3: Research Methodology

3.1. Introduction

This chapter outlines the methodology adopted to the research question: How do marketers perceive the impact of AI-generated marketing content on consumer experience? By following an exploratory research design, exploring lived experiences and interpretations of the use of AI from marketers. The qualitative approach allows the participants to give real examples, articulating how AI is impacting their daily work, interactions with consumers, and decision-making.

3.2. Research Philosophy

The research philosophy that will guide this research is interpretivism, which refers to the philosophical and methodological ways of understanding social reality, believing that reality is socially constructed through dialogue, experiences, empathy, and interpretation, allowing the research to capture different viewpoints to understand how marketers experience this phenomenon (Dudovskiy, 2025b; Nickerson, 2024).

3.3. Research Approach

The research approach adopted is an inductive approach, which helped to define how theory and data interact within the research, as it is based on learning from the experience. An inductive approach collects data, and from that it identifies themes, and patterns, rather than testing hypotheses (Dudovskiy, 2025a).

Adopting an inductive approach is suitable for this research due to the exploratory nature of marketers' perceptions, and experiences of their daily activities. Through semi-structured interviews, which will be discussed next, the participants were encouraged to share their experiences and challenges with the use of AI. This includes the impact on consumer relationship, creativity, and efficiency.

3.4. Research Design and Methodological Strategy

Research design refers to the overall structure of the research to ensure that the processes are aligned with the research's objectives and to outline how data will be collected and analysed (Hassan, 2024b). This research adopts an exploratory research design for understanding marketer's experiences, perceptions, and interpretations with AI.

Moreover, this research does not focus on the understanding of AI through numerical indicator, but rather on how marketers perceive the technology on consumer experience, and creativity. These aspects and its influence cannot be captured through quantitative approach.

3.5. Data Collection Methods

This research follows a qualitative data collection, where four participants were involved. The semi-structured interviews had a set of twenty predefined questions, that were shared with the participants before the interview (See Appendix A).

While questions were predefined, they were flexible, which allowed the participants to elaborate on their responses. Additionally, the participants were encouraged to build on their responses through prompts, such as “Have you ever felt uncomfortable using AI? If yes, why? And no, why?”.

Three interviews were conducted in-person, with recorded consent from the participants, and one participant provided responses for their interview via email due to a work trip. The interviews were conducted in April 2026 and lasted between thirty to sixty minutes, depending on the participants availability. Additionally, the interviews were fully transcribed (See Appendix E) to guarantee that the data provided a rich foundation on the research questions and objectives.

3.6. Sampling Strategy

This research follows a purposive sampling approach, which consist of a technique in which the participants are selected based on their knowledge, and relevance with the research topic. (Hassan, 2024a). The four participants were selected based on their professional experiences with over five years of experience in the marketing field (See table A).

Table A – Sampling of Participants:

Participant	Occupation	Age	Gender
Carlos	Agency Owner	36	Male
Talia	Digital Marketing Manager	35	Female
Rita	Social Media Manager	42	Female
Isabella	Marketing Lead Specialist	33	Female

Note: Pseudonyms are used throughout to protect participants' identities and ensure confidentiality.

3.7. Data Analysis Methods

This research adopts a thematic analysis approach underpinned by Braun and Clarke (2006), which consist of identifying, analysing and interpreting patterns in qualitative research (Ahmed et al., 2025).

The first phase is familiarisation was achieved through reading and listening the interview transcripts. This approach helped to understand participants' responses and identify potential patterns. Secondly, during the open coding phase, initial codes were labelled based on the participants relevance to the research question. The codes such as efficiency improvement, human control, trust concerns, and reduce originality were captured based on the participant's views of creativity, their roles as marketers and ethical considerations (See appendix F).

The third phase of reviewing potential themes was conducted by identifying themes among the codes. This means that the researcher iteratively grouped similar patterns across participants ideas. These were then grouped into four themes during the defining and naming themes phase. The fourth phase involved refining the themes to ensure that they reflect in the participants' responses, by ensuring consistency and coherence. This phase ensured that each theme was supported by sufficient data.

During the defining and naming phase, the research provided clear descriptions of each theme and their relevance to the research objectives. The final themes that emerged were: AI and the transformation of strategic and operational marketing roles, the tension between human and AI creativity in marketing content creation, ethical and regulatory challenges of AI in marketing, and AI and the transformation of the marketer-consumer relationship.

3.8. Ethical Considerations

Ethical approval was obtained from the supervisor prior to the data collection (See appendix G), confirming that the compliances requested by the institution were followed. This research followed the formal approval through Independent College's ethical applications, where all participants were informed about the purpose of the research, their rights, including their right to withdraw from the research at any time without penalty and informed consent (See appendix C).

This research also complies with the Data Protection Act of 2018, which mandates that all personal data is maintained confidential and secured (Goddard, 2017). All interviews' recordings

and transcripts are going to be stored securely on a password-protected OneDrive account provided by Independent College, where only the researcher and supervisory team will have access. Moreover, the researcher obtained informed consent to ensure that participants had clear understanding of the research, its purpose and implications.

3.9. Reliability and Validity / Trustworthiness

Trustworthiness in qualitative research refers to which degree the research findings can be considered, accurate, applicable and unbiased (Harun, 2025).

Credibility: Refers to building trust and engaging with the participants (Ahmed, 2024; Harun, 2025). In this research, credibility was supported by semi-structured interviews, which allowed the participants to share their experiences with AI in their marketing activities.

Transferability: Refers to the extent to which your research findings can be applied or transferred to other contexts or settings (Ahmed, 2024; Harun, 2025). In this research, transferability was achieved by providing rich a detailed descriptions of the research design, participants, and data collection process.

Dependability: Refers to the consistency and transparency of the research findings (Ahmed, 2024; Harun, 2025). In this research, dependability was ensured by following an interview guide across all participants to allow the researcher to compare their responses. Additionally, there is also clear documentation of the data collection (section 3.5) and analysis (section 3.7).

Confirmability: Refers to the action of ensuring that the research findings are based on the participants' responses rather than researcher bias (Ahmed, 2024; Harun, 2025). In this research, confirmability was supported by regular reflective practices, including supervisory meetings where interpretations were discussed to minimise biases. Additionally, the transparent documentation of the collected data (e.g., Appendix E) and verbatim quotes guarantee that findings are grounded in participants' perspectives.

Overall, this research followed all steps of trustworthiness, providing a credible and reliable understanding of how marketers perceive the impact of AI-generated marketing content on consumer experience.

3.10. Limitations of the Methodology

While this research followed an appropriate framework and methodology for exploring how marketers perceive the impact of AI-generated marketing content on consumer experience, several limitations should be acknowledged. First, this research was based on a small sample size and because of that it might have a limited range of perspectives and diversity across the marketing industry. Additionally, as the participants work in Ireland, the geographical scope was limited. This may have reduced the findings from a broader perspective.

Thirdly, one of the interviews was conducted via e-mail. This restricted the researcher's ability to probe further questions and get deeper insights. Moreover, this research focused on the marketer's perspectives, without analysing the consumers' point of view. While this decision aligns with the research question, it limits the findings from a consumer perspective.

3.11. Chapter Summary

An interpretivist and an inductive approach were used to guide the exploratory research design of this research which explored the perceptions and experiences of the marketers through semi-structured interviews. Thematic analysis was underpinned by Braun and Clark (2006), which helped to identify patterns within the data and ensure that the themes are align with the research questions and objectives.

The following chapter will include a discussion around the four identified themes: AI and the transformation of strategic and operational marketing roles, the tension between human and AI creativity in marketing content creation, ethical and regulatory challenges of AI in marketing, and AI and the transformation of the marketer-consumer relationship.

Chapter 4: Data Analysis and Findings

4.1. Introduction

This chapter presents the findings from the primary qualitative research to address the main research question. The choice of following qualitative research, allowed for an in-depth understanding of how the participants interpret AI-generated content in marketing, and their experiences. The data was analysed using thematic analysis approach, which consists of identifying, analysing and interpreting patterns, followed by the Braun and Clarke framework (Ahmed et al., 2025).

Four key themes aligned with the research objectives were identified during the interviews (See Figure 3). Each theme is supported by the participants quotations to provide evidence and illustrate the findings across the dataset. There is also a clear document of the data analysis methods (section 3.7).

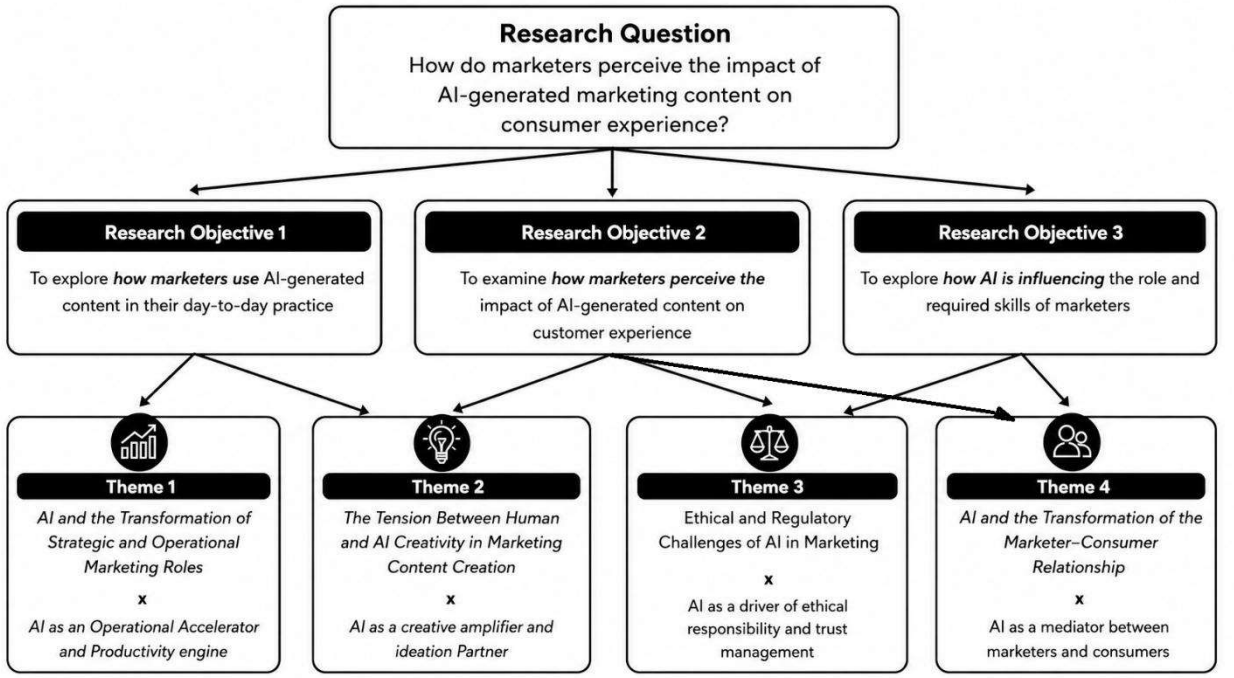


Figure 3: Research Framework.

4.2. Participant Profile

The research was conducted with four participants based in Ireland and working experiences with AI in their roles. This approach allowed for a broader analysis of how AI is applied across different areas of marketing, and how marketers perceive the impact of AI within their jobs. This method ensured that the participants selected for this research have sufficient experience before and after the introduction of AI, allowing them to reflect the changes in marketing roles. While all four participants are based in Ireland, two of them operate within international markets, including United Kingdom, European regions, and Middle East and North Africa.

Finally, the sample includes two participants working across B2B – business-to-business and two participants working across B2C – business-to-consumer, which allowed the findings to reflect different views of consumer experience, business clients and the final buyer.

4.3. Findings Organized by Research Objectives or Themes

4.3.1. Theme 1: AI as an Operational Accelerator and Productivity engine

Across all four interviews, a key theme identified was AI as a transformative operational tool that increases efficiency, accelerates day-to-day marketing processes, and reduces manual workload. The participants have emphasised the value of AI in automating repetitive tasks, and enabling them to focus on strategic responsibilities, rather than a threat to their roles.

Moreover, a recurring pattern identified was how AI has fundamentally changed the pace for marketer's jobs. Some participants have highlighted how AI can reduce the time on tasks such as content creation, and meeting administrations.

"We can then go to Claude and say, for example, Company X, tell me all the search terms that have come out over the last seven days, tell me what's profitable and what's not profitable. So that's a half a day's work done in 30 seconds." (Carlos, Agency Owner).

Similarly, Isabella has emphasised that AI helps her to focus on more strategic tasks.

"AI hasn't eliminated my role; rather, it has eliminated the time I used to waste on manual execution that didn't tap into my creativity. By freeing up that time, I can now focus on more

strategic tasks, exercise my creativity, and deliver larger projects in significantly less time" (Isabella, Marketing Lead Specialist).

This highlights the transformation of operational tasks with AI tools. The ability to generate insights in seconds demonstrates a shift from manual tasks to automated support. Participants have also highlighted that they can manage more accounts while using AI, delivering more campaigns, or even producing more assets than without AI.

Furthermore, the findings suggested that AI supports marketers' jobs, highlighting that human involvement is essential, ensuring quality, and maintaining the creation aligned with the company objectives.

"It's not taking my job… It's allowing us to be a lot more effective" (Carlos, Agency Owner).

Overall, the data indicate a clear agreement that AI is not replacing marketers' roles but rather improving their operational tasks by automating routine tasks. The findings suggest that AI is viewed as a tool that strengthens marketer's abilities to deliver relevant content and enables the participants to reallocate their time towards more strategic aspects of their jobs.

4.3.2. Theme 2: AI as a creative amplifier and ideation Partner

Across the interviews, while the participants acknowledged that AI supports creative processes, they also emphasise that a human touch remains essential to develop marketing content.

"The true creativity comes from those human inputs. Because AI cannot create something from scratch, human-created content serves as the essential base and foundation. AI can expand and transform that foundation, but it cannot replace it" (Isabella, Marketing Lead Specialist).

This reflects a shared belief between the participants, that creativity remains human-led, with AI as a supportive tool. Building on that, participants have suggested that AI supports the early stages of their creations, particularly in generating ideas, refining concepts, and brainstorming.

"It's helpful in terms of a creative perspective when you're trying to come up with maybe concepts for campaigns, more content. Sometimes you get stuck when you're writing something, so sometimes AI can be really good to maybe get you out of a rush or kind of get something across in a better way" (Rita, Social Media Manager).

This reflects how AI supports the development of creative outputs by helping marketers to express ideas with clarity and confidence. Talia and Carlos have shared that AI has helped both to produce and deliver marketing content in a short period of time, something that would have been difficult if only relying on the traditional design timelines.

"We might have like 10 different variations, but then within those variations we might have like 5 different hooks or five different demographics or five different images. So, we can use AI to swap in and out, say, a girl versus a boy or a 25-year-old versus a 65-year-old or a different hook that might be, you know, save energy" (Carlos, Agency Owner).

Even though some participants have suggested that AI helps them create content, others have expressed their concerns regarding the limitation of AI when producing authentic content. For

example, Talia has shared her findings about how three different companies have used the same campaign idea, suggesting that the campaign was created with AI.

" I think that we'll probably see a lot of similar campaigns coming out from companies at the same time and the reason that I'm saying that is because just recently for Mother's Day, I saw three different major companies all going out with the exact same campaign, which was about being the favourite child" (Talia, Digital Marketing Manager).

Despite this risk, participants were clear that AI cannot create a campaign by itself, suggesting that a human must initiate the creative process, and from that AI can generate multiple variations of content.

"The initial ideation is still human" (Carlos, Agency owner).

Isabella has also flagged that marketers cannot depend on AI to generate content, as the technology might hallucinate when creating a campaign.

"If you ask an AI model to draft a press release for a new product launch, it might hallucinate a non-existent strategic partnership" (Isabella, Marketing Lead Specialist).

Overall, the findings indicate that while AI helps marketers in their creative processes, supporting ideation, and improving content development. At the same time, there is a tension related to the potential risk of creative sameness, which reinforce the importance of a human-touch ensuring that AI-generated content remains meaningful.

4.3.3. Theme 3: AI as a driver of ethical responsibility and trust management

While participants recognized that AI improves efficiency, they were also aware of the risks AI can bring associated to loss of brand authenticity, misleading content, breaches of consumer trust, transparency, and clear regulatory frameworks. Participants have emphasised that transparency is essential when using AI and the importance of having a clear brand identity.

"If we were to do something that was generated by AI, we would label it as such so that we're not hiding anything from the customer" (Rita, Social Media Manager).

These perspectives reflect the belief that AI cannot replace the emotional or strategic thought of human insights, and that transparency is essential for preserving consumer trust.

"If the original idea is authentic, unique, and strong, AI will amplify those qualities. Conversely, if the idea is poor, AI will just amplify its flaws" (Isabella, Marketing Lead Specialist).

However, concerns regarding trust, particularly in digital environments where AI-generated content can create deepfakes, were also evident.

"I think there are trust issues around AI for sure. I think there's a lot of people who would be sceptical around AI and how it fits into it and there's a lot of fear, around AI and what it can do" (Rita, Social Media Manager).

This highlights a potential impact of AI-generated content on consumers' perceptions of marketing content. Furthermore, participants have expressed concerns regarding ethical issues, such as realism of AI-generated image, and data privacy.

“An ethical line is crossed if we use consumer data in ways they did not explicitly consent to or expect” (Isabella, Marketing Lead Specialist).

This suggests that while the participants are using AI, they are also cautious on how it may be perceived by the consumers.

“Do we ethically have the right to use that human, that person in an AI-generated image? Or is the person in the image AI-generated and therefore we're not violating anyone's rights or anyone's ethics?” (Carlos, Agency owner).

This concern is raised by Carlos, especially when AI tools can create realistic human images without consent. The interviews show shared awareness among the marketers that while using AI, they must take new ethical responsibilities, taking into consideration responsible data use, and transparency.

Overall, these findings suggest that marketers remain cautious about the ethical implications when integrating AI into their work.

4.3.4. Theme 4: AI as a mediator between marketers and consumers

Participants have highlighted that AI is shaping the brands interaction with their consumers, by delivering more relevant content using behaviour analysis and contextual data.

“Today, AI allows marketers to reach consumers in real time. That real-time connection is the magic of AI” (Isabella, Marketing Lead Specialist).

This shows how AI enables immediate actions from marketers, aligning more closely with individuals' preferences, and ensuring that marketing messages reach the right audience. In this context, participants have recognized that emotional connections depend more on the message rather than if AI was used, what suggests that consumers interact with authentic and meaningful productions.

"The emotional connection depends entirely on the message we are trying to convey and how the creators and copywriters position it. It's less about whether AI was used and more about what we are trying to say" (Isabella, Marketing Lead Specialist).

Additionally, AI is described as improving consumer experience, as they are more likely to engage with content that reflects their interests.

"With that, you feel like the consumer experience is better because they have more personalisation, like you can reach more" (Talia, Digital Marketing Manager).

However, as mentioned in the theme above participants have also flagged that AI can introduce challenges in the marketer-consumer relationship. Concerns reflecting authenticity, transparency and ethical standards were mentioned, which brings up responsibilities for marketers to ensure transparency when creating campaign using AI.

"Are people seeing the truth? Right? Because it's now so much easier and quicker for people to create content that isn't" (Carlos, Agency Owner).

Despite these concerns, the participants have agreed that AI redefines consumer experience by providing more relevant content to everyone, based on their preferences and behavior.

"It's important that the main thing with customers, and that's both from an overall customer experience from the time they first contact us or see a piece of our content, is that they feel it's authentic, that they can trust us, and that we're sort of upfront with information" (Rita, Social Media Manager).

These findings demonstrated that AI acts as a mediator among marketers and consumers, by ensuring that the content aligns with the individual's motivations and context.

"We can provide the right app to the right user at the right time and ultimately, that, from my perspective, will be a good thing" (Carlos, Agency Owner).

Overall, the findings suggest that marketers perceive AI as a mediator between themselves and their consumers. It is mentioned that AI enhances relevant content to the right audience, real-time responsiveness, and efficient communications. However, it is flagged that this efficiency depends on the human connection, where marketers must show transparency, and maintaining trust, all to ensure that consumer experience is enhanced.

4.4. Summary of Key Findings

The primary research findings highlight several important patterns regarding how marketers perceive AI-generated content and how it impacts consumers' experiences. First, AI is identified as a tool transforming marketing roles by improving efficiency, automating operational tasks, and allowing marketers to focus on strategic activities, such as campaign planning and decision-making. Second, while AI is recognized as a valuable supporting tool, a tension emerged between

what AI can offer, and the need to preserve brand identity, and authenticity. Participants have emphasised that it is important to maintain a good marketer and consumer relationship, while providing a human touch.

Third, ethical considerations were highlighted by the participants, as issues related to consumer trust, regulatory frameworks and transparency were mentioned throughout the interviews. The findings suggest that the marketers are aware of these challenges, related to mass targeting rather than personalized approaches. Finally, AI was perceived as a mediator between marketers and consumers. The participants have highlighted that while AI helps with personalisation, time efficiency, and creativity, the human connection remains essential to ensure a positive experience to all consumers.

Overall, the findings suggest that AI is implemented as a valuable tool within marketing practices, but the effectiveness depends on the human creativity, emotional engagement, and ethical responsibilities.

Chapter 5: Discussion

5.1. Introduction

This chapter discusses the findings presented in Chapter 4, linking the empirical findings to the existing literature to answer the research question. Based on that, this chapter evaluates whether marketers' real-world experiences reflect these theoretical challenges and benefits.

This discussion is built around the three research objectives of this research. First, to explore how marketers use AI-generated content in their day-to-day practice. Second, to examine how marketers perceive the impact of AI-generated content on consumer experience. Third, to explore how AI is influencing the role and required skills of marketers.

5.2. Discussion of Findings by Research Objective or Theme

5.2.1. Theme 1 - AI as an Operational Accelerator and Productivity engine and theme 2 - AI as a creative amplifier and ideation Partner

Objective 1: To explore how marketers use AI-generated content in their day-to-day practice

This finding indicates that participants have highlighted the use of AI in automation of repetitive processes, ideation, and campaign optimisation. However, the findings also suggest that AI is not

used independently, as human oversight remains important to ensure quality, and brand trustworthiness.

Kumar *et al.* (2024) and Shaban *et al.* (2026) emphasise that AI enables marketers to have a more responsive marketing approach, through automation, improving decision-making, and campaign execution. These findings extend the existing literature by showing that AI is used as a tool that supports creativity, helping marketers with ideation, rather than replacing human creativity. As AI is frequently described as a hybrid tool used by marketers, helping them to gain efficiency (Davenport et al., 2019; Verma et al., 2021).

Moreover, findings from this research suggest that marketers do not rely on AI solely, but instead they use AI as a complementary tool, allowing them to manage their workflow with more efficiency. These findings are further supported by Davenport *et al.* (2019), who argues that AI amplifies human capabilities, rather than replacing it. Additionally, it is noted that there is a need for human input in AI-generated content, as the first ideation for campaign creations comes from the marketer, rather than from the AI.

Marketers in this research highlighted that AI-generated content is evolving and transforming their jobs by acting as an operational tool, accelerating productivity. This indicates that the human expertise is still essential, and AI adoption is integrated to ensure effectiveness.

5.2.2. Theme 2 – AI as a creative amplifier and ideation Partner, Theme 3 – AI as driver of ethical responsibilities and trust management, and Theme 4 – AI as a mediator between marketers and consumers

Objective 2: To examine how marketers perceive the impact of AI-generated content on customer experience

Through the data collection phase, participants have highlighted that AI enables them to deliver more relevant content in real time based on consumer's preferences. This supports the idea that AI facilitates and improves engagement while adapting through the customer's journey.

These findings are aligned with the existing literature, as AI is described as a key tool to provide personalised engagement and create consumer's strategies. AI-driven systems are described as a technology that allows organisations to analyse consumer data and provide the right communication strategy to the right audience, what in long-term can strengthen consumer and marketer's relationship (Kumar et al., (2024). Similarly, the research from Kumar *et al.* (2019) also highlights that AI contributes for a more efficient consumer experience, with automation and predictive analytics, allowing the marketer to anticipate consumer's needs.

Even though the findings suggest that AI has a positive impact, they also suggest that there is a tension in how AI-generated content influences consumer experience. Participants have expressed concerns regarding over-personalisation, and the fact that AI can reduce the human elements in marketing communications, by becoming less authentic and emotionally engaging.

That said, this tension reflects a debate within the literature. While AI is introduced as a tool that enhances personalisation, scholars have highlighted that AI-driven interactions rely on data collection. That the black box nature of AI decision making can make it difficult for consumers to understand why they are being targeted, suggesting concerns around consumer's awareness, transparency, and privacy (Oluwafemi et al., 2021). Davenport *et al.* (2019) suggests that while AI simulates human interactions, it does not replicate or substitute the rational and emotional dimensions of communication. This is important to note, as in marketing, trust and authenticity are major in consumer experience.

Furthermore, the findings extend the existing literature by suggesting that AI has a role as a mediator between marketers and their consumers, emphasising that AI is reshaping the way consumer's experience is being constructed, rather than only improving. Thus, AI enhances speed and convenience, it also weakens the emotional connection. These aspects of AI are not fully explored in the existing literature, which focus on performance outcomes rather than on experience (Oraini, 2026).

Consequently, the findings suggest that AI on consumer experience is not seem as a positive or negative tool, but rather context-dependent, highlights that AI works best when it augments the human capabilities (Davenport et al., 2019). As AI-generated content depends on the human integration into marketing strategies, the effectiveness of that will depend on how experience will be maintained.

First, AI is described as tool that enhances personalisation and operational efficiency. Second, there are challenges related to trust, transparency, and human interaction. As there is a dual role,

marketers must introduce a hybrid approach, where AI supports markets jobs, while the human input remains meaningful for a successful customer relationship.

5.2.3. Theme 3 – AI as a driver of ethical responsibilities and trust management and Theme 4 – AI as a mediator between marketers and consumers

Objective 3: To explore how AI is influencing the role and required skills of marketers

Although participants have highlighted that AI has positive outcomes, the findings suggest that marketers are required to oversee and interpret data-driven insights, to ensure the outcomes are aligned with the brand identity and objectives.

These findings suggest that there is a shift into more hybrid skillsets. This means that marketers are now required to understand not only the AI tool, but combine them with critical thinking, creativity, and strategic judgement.

This is consistent with the existing literature, as Davenport *et al.* (2019) and Oraini (2026) argue that AI enables organisations and marketer to concentrate on more complex activities, analyse more data, automate processes, and support decision-making through real time responsiveness, and predictive analytics. This improves targeting capabilities and reinforce the transition towards more strategic and data-driven functions.

In this context, AI is no longer viewed as a supportive tool, but rather as a resource that contributes to organisational operational advantages. Because of that, marketers must continue to adapt to the technology.

Moreover, as mentioned across the findings, AI does not replace the role of a marketer, but it is reshaping it. Participants have highlighted that it is important to maintain the human overview, particularly to ensure relevance, quality, and the authenticity of the AI creation. These findings are aligned with previous literature that says that AI is most effective when it complements human capabilities, rather than replacing it (Davenport et al., 2019). This suggests that human skills are still extremely important, and that AI has its limitations, particularly when the requirement is emotional intelligence, creative originality, and contextual understanding.

From a critical point of view, the findings suggest that the marketers' skills are transforming, and with those technical changes, it is including ethical responsibilities and trustworthiness. As AI is increasingly integrated into consumer interactions, marketers' skills are evolving towards areas such as managing AI-driven communication, managing consumer trust, and ensuring transparency. This is relevant since the existing literature highlights that AI systems rely on consumer data, and because of that concerns regarding bias, privacy and accountability are flagged (Zhao, 2025). With that, marketers must engage with ethical considerations, ensuring responsible use of AI technologies, rather than only developing technical and analytical skills.

Overall, the findings suggest that AI is reshaping marketers' skills. These skills are referred to the fact that marketers are guiding AI systems in decision-making, interpreting insights, and balancing ethical responsibilities with efficiency. The future of marketer's roles is characterised by a human-AI collaboration model. This suggests that while AI enhances efficiency, the human touch remains critical to maintain authenticity, and to ensure that the marketer-consumer relationship remains meaningful.

5.3. Integration of Findings

Across all three research objectives, AI was described as a tool that enhances and supports efficiency and personalisation, while improving data-driven decision-making. However, it is important to note that the findings also suggest that AI in marketing remains dependent on human insights, ethical judgments, and creativity, as AI does not start a project by itself. This suggests that AI is not replacing marketers' jobs, but that the technology appears to be reshaping the roles within the marketing processes.

Furthermore, a tension between efficiency and authenticity was identified in this research. While participants have highlighted that AI improves customer targeting, and responsiveness, there were concerns about the reduction of emotional connection, and the automation of communication. As a result, the findings indicate that, to have a successful integration of AI in marketing does not depend only on the technology capability, but also on the marketers' ability to maintain a meaningful and human customer interaction.

This research identified that the role of marketers is evolving towards a more supervisory function. As AI automates repetitive tasks, marketers are required to manage ethical considerations related to data usage and consumer trust, while interpreting AI-generated insights and content quality. This demonstrates that marketing may be characterised by a hybrid human-AI collaboration model. In other words, while AI improves operational tasks, the human touch remains essential for strategic and relationship management, along with the creativity.

Overall, the findings reinforce that AI creates opportunities and tensions between consumers and marketers, particularly when balancing performance with authenticity, ethical responsibility, and consumer trust. As a result, the findings from this research demonstrate that AI in marketing does not depend solely on the technological capabilities, but also depends on the human judgment, creativity, and strategic thinking.

5.4. Implications of the Findings

While existing literature focuses on the operational benefits and performance of AI, such as automation and efficiency, this research explored marketers' experiences and perceptions of AI-generated content, mainly the human dimensions of customer interactions. In addition, this research reinforced the argument that AI works more efficiently when used as a complementary tool, rather than a complete replacement of marketers such as in studies conducted by Davenport *et al.* (2019).

Moreover, this research has managerial and industry implications. With the growth of AI, organisations are adopting the technology within marketing functions. This research suggests that businesses should maintain a balance between human interactions and the technological efficiency. Although it is shown that AI improves productivity and customer targeting, it is essential that marketers maintain brand authenticity to ensuring that ethical responsibilities are upheld. Additionally, the findings suggest that companies should be transparent about use of AI-generated content, as concerns regarding privacy and trust might negatively influence marketer-consumer relationships.

From a marketing strategic perspective, as AI-generated content is present in marketers' jobs, the findings indicate that the technology is increasingly shaping communications, and digital practices. Consequently, while organisations use AI to support audience targeting, they also must ensure that the brand communication remains human. As a result, marketers should adopt a hybrid human-AI collaboration model, where AI supports efficiency while human input remains essential to build consumer experience.

In relation to digital marketing practices, this research suggests that AI enables real time responsiveness through predictive analytics. Thus, it is important to highlight that marketers should keep considering ethical implications related to data usage, algorithmic bias and transparency when implementing AI-driven strategies. Finally, marketers must maintain authenticity and consumer trust to ensure long-term relationship.

Overall, the implications of this research suggest that marketers are going to adopt a hybrid human-AI collaboration model, where operational efficiency is improved by AI, while creativity, and relationship management remains human.

5.5. Link to Research Gap

While previous studies focused on discussing the operational benefits of AI (Kumar et al., 2019; Davenport et al., 2019), limited attention was given to marketers' own perspective and experiences with the use of AI in their jobs.

The existing literature primarily focusses on the organisational performance outcomes of using AI, with less emphasis on how marketers perceive the impact of AI-generated content on consumer experience, marketing practices, and creativity. As well as that, most of the existing literature adopts quantitative approaches (Subbulakshi & Nandhini, 2024; Mazurek, 2012; Oraini, 2026; Chen & Prentice, 2025; Labudova, 2024), which can create a limited understanding of marketers' perspectives are associated with AI integration in marketing.

While the existing literature emphasises AI's ability to improve consumer experience (Kumar et al., 2019; Davenport et al., 2019; Oraini, 2026), this research demonstrates that marketers recognise the limitations associated with AI-driven communications, especially regarding the reduction of emotional connections. As a result, this research highlights the existing tension between human authenticity and AI efficiency within marketing communication.

5.6. Chapter Summary

This research suggests that AI enhances consumer experience through personalisation and real-time responsiveness, while creating tension related to consumer trust, transparency and emotional connection. Moreover, this chapter supports the argument that AI is reshaping the role and required skills of marketers, while marketers should adopt a hybrid human-AI collaboration model.

The following chapter will present the final conclusions, limitations of the study and recommendations for future research.

Chapter 6: Conclusion and Recommendations

6.1. Introduction

This chapter concludes this research by summarizing the key findings of the main research question: How do marketers perceive the impact of AI-generated marketing content on consumer experience?

This research explored the real-life experiences and perceptions from marketers in relation to AI-generated content. Also, it discusses the contributions of this research with recommendations for marketers and organisations. Finally, limitations and future research recommendations are presented.

6.2. Summary of the Research

While existing literature highlights the operational benefits of AI in marketing, limited attention has been given to real-world experiences and perceptions from marketers regarding the use of AI-generated content, particularly on consumer experience. Based on this gap, three objectives were the focus of this research: To explore how marketers use AI-generated content in their day-to-day practice, to examine how marketers perceive the impact of AI-generated content on consumer experience, and to explore how AI is influencing the role and required skills of marketers.

This research adopted a qualitative and exploratory research design, by an interpretivist philosophy and an inductive approach. Four marketers were part of a semi-structured interview. Moreover, Braun and Clarke's (2006) framework was used to analyse the data, allowing the researcher to find key themes and patterns emerging from the participants' perspectives.

6.3. Summary of Key Findings

The first research objective aimed to explore how marketers use AI-generated content in their day-to-day practice. The findings revealed that AI is primarily used as a tool that allows marketers to automate repetitive tasks, support campaign ideation, and improve operational efficiency. Consequently, AI is perceived as a tool that enables marketers to focus on strategic and creative tasks, rather than purely operational. Even though the participants have highlighted the benefits of AI, they also suggest that human oversight is essential to ensure quality, relevance, and brand identity.

The second research objective examined how marketers perceive the impact of AI-generated marketing content on consumer experience. The findings suggested that AI-generated content enhances customer engagement, particularly through real-time responsiveness, personalisation, and more targeted communication. Participants emphasised that AI improves the response to consumer preferences and behaviours. However, concerns regarding transparency, consumer trust, and excessive automation and over-personalisation may reduce authenticity and weaken emotional connection.

Finally, the third objective explored how AI is influencing the role and required skills of marketers. Findings suggested that marketers must adopt a hybrid skill set, given the growing importance of skills related to critical thinking, strategic decision-making, ethical judgements, and the ability to manage AI outputs. As a result, their roles are evolving towards a more strategic and supervisory function. As AI is recognized as a tool that improves operational performances, findings show that marketers are essential for maintaining creativity, ethical responsibility, and emotional intelligence within marketing communication.

6.4. Contribution of the Study

While the existing research focuses on the operational benefits of AI, this research addresses marketers' own experiences regarding the impact of AI-generated content into their jobs. Additionally, this research reinforces that AI is a complementary tool in marketing, rather than a replacement for human expertise. Consequently, this research contributes to a broader understanding of how marketers perceive AI, the skills that are required, and the tension between the technology efficiency and the human interaction in AI-driven environments.

From a practical perspective, the findings from this research provide a deeper understanding of AI in marketing strategies and communication, particularly for organisations and marketers. For example, findings highlight that maintaining transparency, ethical awareness, and authenticity is essential when using AI-generated content. As a result, organisations must continue to invest in humans' creativity, AI-related skills, and strategic thinking as these skills cannot be replaced by AI itself.

6.5. Practical Recommendations

6.5.1. Recommendation 1: Maintain a Hybrid Human – AI approach

Organisations should adopt a hybrid human – AI collaboration model, rather than relying entirely on the AI system. As demonstrated in Chapter 5, while AI improves operational efficiency, marketers remain essential in maintaining strategic judgment, emotional connection, and creativity. Consequently, organisations should ensure that human oversight is central to marketing communication and decision-making processes, using AI as a supportive tool. This may help organisations to maintain long-term consumer relationship.

6.5.2. Recommendation 2: Invest in AI skills development and training

As marketers' roles are evolving towards more strategic and supervisory functions, organisations should invest in continuous professional development related to AI technology, data interpretation, ethical AI responsibilities, and strategic decision-making. By supporting marketers' developments, organisations may be able to adapt more effectively AI-driven marketing environments. As a result, marketers will have hybrid skillsets that combine human and AI intelligence in line with Recommendation 1 above.

6.5.3. Recommendation 3: Maintain or increase transparency when using AI-generated content

Findings highlighted concerns regarding consumer trust, AI-generated misinformation, and authenticity. As a result, organisations must implement clear transparency practices within marketing campaigns when using AI-generated content. Consumers should be informed when AI is being used to create images, videos, texts, and audios. This may help organisations improve consumer trust, and reduce concerns regarding deepfakes, and manipulation.

6.5.4. Recommendation 4: Emotional connection and authenticity must be prioritized in marketing communication

Even though AI improves efficiency and personalisation, marketing strategies must avoid excessive over-personalisation and automation, as these can cause a negative influence on consumer trust and engagement. Maintaining a trustworthy emotional interaction might contribute to a more meaningful consumer experience.

6.6. Limitations of the Research

This research is not without limitations.

First, this research was based on a small sample size, consisting of four participants. Due to time, a fifth participant could not be included before the researcher finished writing the thesis. A larger

sample size may have provided a broader perspective (e.g., varying marketing sectors, consumer experience and organisational contexts).

Secondly, one of the participants could not meet in person due to a work trip, and because of that, one of the interviews was conducted by email. This limited the researcher's ability to ask spontaneously probe questions. Thirdly, during the researcher's data collection, a limitation emerged regarding the definition of "consumer" within the main research question. At first, the researcher considered consumer the final buyer. However, while following the semi-structured interviews and discussions with the research supervisor, it became evident that consumers are also the organisations themselves, as marketing agencies offer their services to other organisations. This resulted in a broader interpretation of consumer experience.

6.7. Recommendations for Future Research

This research provides several opportunities for future research.

First, the sample size could be wider, including different organisations and marketing professionals (see Section 6.6). Secondly, research conducted internationally could examine the impact of AI-generated content across different geographical locations. This may result in differences in consumer expectations, ethical responsibilities, and AI adoption.

Thirdly, future research could focus on B2B and B2C separately. This may help to understand in detail how AI-generated content is affecting all the areas of marketing. Fourth, future research could adopt a quantitative or mix-methods approach, to compare marketer's perceptions across

different industries. Finally, research focusing on the consumers' perspectives of AI-generated content could be important. This could bring great insights for future marketers, as consumers can provide a deeper understanding on how they explore trust, authenticity, and the emotional connection within AI-driven communications.

6.8. Final Conclusion

In conclusion, this research provides valuable insights into how marketers perceive the impact of AI-generated marketing content on consumer experience. The findings show that while AI is transforming marketing practices, particularly in personalisation, automation, and content creation, it is also reshaping the role of marketers. Although AI is perceived as a tool that improves efficiency, participants emphasise ongoing concerns regarding transparency, consumer trust, authenticity, and emotional connection. These human dimensions remain crucial for maintaining meaningful customer relationship.

Overall, AI-generated content has been found to be most effective when used as a complementary tool, rather than a replacement for human creativity (Davenport et al., 2019). Ultimately, as AI continues to evolve, marketers will need to ensure that marketing practices are supported by a meaningful consumer experience.

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