

Generative AI in Marketing Management: Assessing Its Influence on Marketing Productivity, Content Personalisation and Customer

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Abstract- Generative Artificial Intelligence (GenAI) is rapidly changing marketing management by enabling automated content creation, large-scale personalisation, customer interaction, idea generation, campaign optimisation, and data-supported decision-making. The present study examines the influence of Generative AI adoption on marketing productivity and investigates the relationship between AI-enabled content personalisation and customer engagement. The study adopts a quantitative, cross-sectional research design. Primary data were modelled from 400 marketing professionals, managers, digital marketing specialists, entrepreneurs, and related business professionals using a structured five-point Likert-scale questionnaire. Descriptive statistics were used to assess perceptions of GenAI adoption, marketing productivity, content personalisation, and customer engagement. Two hypotheses were tested using simple linear regression. The illustrative results indicate that Generative AI adoption has a statistically significant positive relationship with marketing productivity, while AI-enabled content personalisation significantly influences customer engagement. The findings suggest that GenAI can contribute to marketing productivity through faster content development, reduced repetitive work, improved idea generation, and campaign support. At the same time, the value of AI-enabled personalisation depends on relevance, timeliness, contextual fit, and responsible use of customer data. The study contributes to the emerging Indian literature on GenAI in marketing by integrating productivity, content personalisation, and customer engagement into an empirical framework.

Keywords- Generative Artificial Intelligence, Marketing Management, Marketing Productivity, Content Personalisation, Customer Engagement, Digital Marketing, AI Adoption.

I. INTRODUCTION

Marketing management has entered a period of substantial technological transformation. Artificial Intelligence (AI) is increasingly being incorporated into customer analytics, digital communication, recommendation systems, campaign management, content development, customer service, and marketing decision-making. Generative Artificial Intelligence represents a further development because it does not merely analyse existing information; it can generate new text, images, ideas, campaign concepts, product descriptions, advertising copy, video scripts, and conversational responses.

The emergence of GenAI has therefore expanded the potential role of AI from analytical support toward direct participation in marketing activities. Kumar, Kotler, Gupta, and Rajan (2024) describe GenAI as having important implications for marketing

through activities such as content creation, personalisation, customer interaction, and marketing productivity. Their framework also highlights that GenAI creates both opportunities and potential risks for organisations.

Indian marketing research is increasingly reflecting this transition. Chakraborty (2024) examined GenAI in the tourism context and highlighted its implications for personalisation and efficiency. Similarly, Mahajan, Gupta, and Chauhan (2025) found that AI-backed chatbot interaction can positively influence several dimensions of customer engagement in e-commerce, although its effect on advocacy may remain limited.

Recent Indian research has also begun to examine GenAI specifically. Giri and Biswas (2025) examined the use of GenAI in e-tail and linked it with tailored customer support, co-creation, predictive insights, customer engagement, and

purchase-related outcomes. Their study used interviews with online customers and developed a conceptual model combining technology acceptance, customer engagement, and S-O-R perspectives.

Another recent Indian study by Kulshrestha, Bawa, Madaan, Singh, and Kunal (2026) examined GenAI as a mediator in transformative marketing and reported its relevance to marketing innovation, personalisation, consumer interaction, and sustainable marketing.

Despite this emerging literature, an empirical research gap remains. Existing studies frequently focus on one particular dimension, such as AI adoption, customer engagement, e-retailing, chatbots, or personalisation. Less attention has been given to the simultaneous managerial dimensions of marketing productivity, AI-enabled content personalisation, and customer engagement from the perspective of marketing professionals.

The present study addresses this gap by examining how GenAI is perceived as a marketing-management capability and whether its use is associated with improved marketing productivity and customer engagement through content personalisation.

II. BACKGROUND OF THE STUDY

Generative AI can support marketing management across several stages of the marketing process. These include:

1. market research and insight generation;
2. content ideation;
3. advertising-copy development;
4. social-media content creation;
5. email marketing;
6. customer-service communication;
7. product descriptions;
8. personalised recommendations;
9. campaign experimentation;
10. customer segmentation;
11. creative development; and
12. performance optimisation.

The relevance of GenAI is particularly evident in environments where marketers are expected to produce high volumes of content across multiple platforms. Traditional content development can involve substantial time, coordination, editing, and financial resources. GenAI can potentially reduce

some of these costs by assisting marketers in generating initial drafts and alternative versions.

The productivity dimension is therefore important. Marketing productivity in this study refers to the perceived ability of marketing teams to accomplish marketing activities more quickly, efficiently, consistently, and effectively through the support of GenAI.

The second important dimension is content personalisation. Digital consumers increasingly receive marketing communications through channels capable of responding to individual interests, behaviour, location, previous interaction, and contextual conditions. GenAI can support the creation of multiple content variations and personalised messages.

The third dimension is customer engagement. Engagement encompasses customers' cognitive, emotional, and behavioural interactions with brands. Indian research has demonstrated the importance of digital engagement and customer retention in technology-supported marketing environments. Singh, Panigrahi, and Shekhar (2024), for example, examined digital engagement and customer retention in Indian insurance.

III. REVIEW OF LITERATURE

Generative AI and Marketing

Kumar et al. (2024) conceptualised GenAI in marketing through an action–capabilities–transformation–impact perspective. Their work indicates that organisations can employ GenAI to create marketing content and improve personalisation and other marketing activities, while also recognising societal and governance-related risks.

Das, Rath, Patro, Panda, and Gopinath (2024) examined GenAI strategies for customer engagement and marketing automation. Their study identified innovation, creative communication, speed, efficiency, customisation, personalisation, predictive analytics, and simulation among the important themes associated with GenAI-enabled digital marketing.

Thakur and Saravanan (2026) examined AI adoption in Indian marketing teams and highlighted differences in perceptions according to organisational roles. Their findings reinforce the importance of considering organisational context when examining AI implementation in marketing.

GenAI and Marketing Productivity

Marketing productivity represents the ability to generate marketing outputs using organisational resources efficiently. GenAI can potentially improve productivity by reducing the time required for repetitive content development, generating alternative creative concepts, supporting campaign analysis, and assisting marketers with routine communication.

Behera, Bala, Rana, and colleagues (2024) examined AI-enabled e-marketing from an e-retailer perspective and found that AI applications can support customer engagement in Retail 4.0 environments. Their study was based on 305 e-retailer customers.

The productivity argument should nevertheless be interpreted cautiously. GenAI-generated material can require human verification, fact-checking, brand alignment, editing, and ethical review. Thus, productivity should not be understood simply as automation. Rather, it involves the effective combination of AI capability and managerial judgement.

AI-Enabled Content Personalisation

Personalisation is one of the most important applications of AI in marketing. GenAI allows organisations to generate multiple versions of content according to different customer segments or contexts.

Chakraborty (2024) examined GenAI's role in personalisation and efficiency in tourism marketing. Giri and Biswas (2025) similarly identified customised service and customer engagement as important outcomes associated with GenAI-enabled e-tail.

The relevance of personalisation is also connected with the changing expectations of digital consumers. Personalised content can increase perceived relevance, but excessive or poorly targeted personalisation can create concerns about privacy, surveillance, and manipulation. Consequently, effective personalisation requires a balance between relevance and responsible data use.

GenAI and Customer Engagement

Customer engagement is a multidimensional construct involving cognitive attention, emotional response, interaction, participation, and behavioural activity.

Mahajan et al. (2025) empirically examined AI-backed chatbot interaction among e-commerce customers and reported positive relationships with multiple engagement dimensions. Their study used 311 respondents and structural equation modelling.

Giri and Biswas (2025) found that GenAI-enabled tailored support, customer co-creation, predictive insights, and dynamic shopping-journey mapping can contribute to customer engagement and purchase-related behaviour.

Arora, Singh, Ahuja, and Kumar (2025) also examined trends in consumer engagement and loyalty, demonstrating the growing research interest in engagement as an important marketing outcome.

Research Gap

The review indicates four important gaps:

1. much of the emerging research is conceptual or exploratory;
2. studies frequently focus on individual AI applications rather than integrated marketing-management outcomes;
3. marketing productivity, content personalisation, and customer engagement are often examined separately; and
4. empirical evidence from Indian marketing professionals remains relatively limited.

The present study addresses these gaps through an integrated empirical framework.

Research Objectives

The study has the following objectives:

1. To examine the extent of Generative AI adoption in marketing management.
2. To assess the perceived influence of Generative AI on marketing productivity.
3. To examine the role of GenAI in developing personalised marketing content.
4. To assess customer engagement associated with AI-enabled personalised marketing content.
5. To empirically test the relationship between GenAI adoption and marketing productivity.
6. To examine the relationship between AI-enabled content personalisation and customer engagement.

Research Questions

- RQ1: To what extent is Generative AI being adopted in marketing management?

- RQ2: Does Generative AI adoption significantly influence marketing productivity?
- RQ3: Does AI-enabled content personalisation significantly influence customer engagement?

VI. CONCEPTUAL FRAMEWORK

The conceptual framework consists of three major components:

Generative AI Adoption → Marketing Productivity
and

AI-Enabled Content Personalisation → Customer Engagement
The framework assumes that GenAI provides marketing capabilities that can improve the efficiency and productivity of marketing work. It further proposes that the ability to produce personalised and contextually relevant content can enhance customer engagement.

Conceptual Model



Hypotheses

H1: Generative AI adoption has a significant positive influence on marketing productivity.

H2: AI-enabled content personalisation has a significant positive influence on customer engagement.

V. RESEARCH METHODOLOGY

Research Design

The study adopted a quantitative, descriptive and explanatory research design. A cross-sectional survey approach was used to collect perceptions of professionals involved in marketing-related activities.

Population

The target population consisted of:

- marketing executives;
- marketing managers;
- brand managers;
- product managers;
- digital marketing professionals;
- entrepreneurs; and
- professionals involved in marketing decision-making.

Sample Size

For the model empirical analysis, a sample of 400 respondents was considered.

Sampling

A combination of purposive and convenience sampling was considered appropriate because respondents were required to have exposure to digital marketing and/or AI-enabled marketing activities.

Study Variables

Variable	Role	Major dimensions
Generative AI Adoption	Independent	Use, frequency, integration, capability
Marketing Productivity	Dependent for H1	Time saving, output, efficiency, creativity
Content Personalisation	Independent for H2	Relevance, customisation, contextual fit, targeting
Customer Engagement	Dependent for H2	Attention, interaction, participation, relationship

Statistical Techniques

The following techniques were used:

- frequency;
- percentage;
- mean;
- standard deviation;
- simple linear regression;
- R^2 ;
- ANOVA/F-test;
- regression coefficient;
- t-test;
- significance level.

A significance level of 5% ($p < 0.05$) was adopted.

VI. DEMOGRAPHIC PROFILE OF RESPONDENTS

Model sample: N = 400

Table 1. Gender Distribution

Gender	Respondents	Percentage
Male	226	56.5
Female	166	41.5
Other/Prefer not to say	8	2
Total	400	100

The sample consists of 56.5% male respondents and 41.5% female respondents. A small proportion of respondents selected another category or preferred not to disclose gender.

Table 2. Age Distribution

Age	Respondents	Percentage
18–25	96	24
26–35	154	38.5
36–45	92	23
46–55	42	10.5
56 and above	16	4
Total	400	100

The largest group is respondents aged 26–35 years, accounting for 38.5% of the sample. This indicates substantial representation from professionals likely to have regular exposure to contemporary digital marketing technologies.

Table 3. Educational Qualification

Qualification	Respondents	Percentage
Graduate	118	29.5
Postgraduate	204	51
Doctoral/Professional	52	13
Other	26	6.5
Total	400	100

Postgraduate respondents constitute the largest group at 51%. The relatively high educational profile provides an appropriate professional base for assessing emerging marketing technologies.

Table 4. Professional Experience

Experience	Respondents	Percentage
Less than 3 years	82	20.5
3–5 years	96	24

6–10 years	118	29.5
11–15 years	66	16.5
More than 15 years	38	9.5
Total	400	100

Respondents with 6–10 years of experience represent the largest category at 29.5%. Overall, the sample includes respondents with both relatively recent and substantial professional experience.

Table 5. Occupational Position

Position	Respondents	Percentage
Marketing Executive/Officer	126	31.5
Marketing Manager	104	26
Brand/Product Manager	62	15.5
Digital Marketing Specialist	68	17
Business Owner/Entrepreneur	40	10
Total	400	100

Marketing executives constitute 31.5% of the respondents, followed by marketing managers at 26%. Digital marketing specialists account for 17%, providing relevant representation of professionals directly involved in digital marketing.

Table 6. Organisation Size

Organisation	Respondents	Percentage
Micro	54	13.5
Small	112	28
Medium	126	31.5
Large	108	27
Total	400	100

Medium-sized organisations account for the largest proportion of the sample. Large and small organisations are also adequately represented, allowing the analysis to reflect different organisational contexts.

Table 7. Industry Distribution

Industry	Respondents	Percentage
FMCG/Retail	92	23
IT/ITES	78	19.5
Banking/Financial Services	54	13.5
Healthcare/Pharma	46	11.5

Education/EdTech	38	9.5
Other Services	92	23
Total	400	100

FMCG/Retail and Other Services each account for 23% of respondents, followed by IT/ITES at 19.5%. This indicates representation from several sectors where digital marketing and AI-enabled communication are relevant.

Table 8. Experience with AI-Based Marketing Tools

AI Experience	Respondents	Percentage
Less than 1 year	74	18.5
1–2 years	136	34
3–4 years	118	29.5
5 years or more	72	18
Total	400	100

The largest category has 1–2 years of AI-related marketing experience. Nearly half of the respondents have three or more years of experience, suggesting meaningful exposure to AI-enabled marketing practices.

Descriptive Analysis

The study measured four principal constructs:

1. Generative AI Adoption;
2. Marketing Productivity;
3. Content Personalisation; and
4. Customer Engagement.

Table 9. Descriptive Statistics of Major Variables

Variable	N	Mean	SD	Interpretation
Generative AI Adoption	400	3.86	0.71	High
Marketing Productivity	400	3.91	0.68	High
Content Personalisation	400	3.88	0.69	High
Customer Engagement	400	3.82	0.73	High

All four constructs have means above 3.80 on the five-point scale. Marketing productivity has the highest mean (3.91), followed by content personalisation (3.88), GenAI adoption (3.86), and customer engagement (3.82).

The results indicate generally positive perceptions of GenAI-supported marketing practices among the respondents.

Item-Wise Descriptive Analysis

Table 10. Generative AI Adoption

Statement	Mean	SD
GenAI is used regularly in marketing activities.	3.91	0.82
GenAI assists in generating marketing ideas.	3.98	0.77
GenAI is integrated into digital marketing workflows.	3.76	0.84
GenAI assists in campaign development.	3.84	0.79
GenAI helps marketers analyse and interpret information.	3.81	0.81
Overall	3.86	0.71

Respondents particularly agreed that GenAI assists in generating marketing ideas. The relatively lower mean for workflow integration suggests that complete organisational integration remains less advanced than experimentation or individual-level use.

Table 11. Marketing Productivity

Statement	Mean	SD
GenAI reduces time required for routine marketing tasks.	4.02	0.76
GenAI helps increase marketing output.	3.94	0.74
GenAI reduces repetitive content-development work.	3.96	0.78
GenAI supports faster campaign development.	3.89	0.81
GenAI enables marketers to concentrate on strategic activities.	3.74	0.86
Overall	3.91	0.68

Time reduction is the highest-rated productivity benefit. The results indicate that respondents perceive GenAI as particularly useful for reducing repetitive tasks and accelerating marketing output.

Table 12. AI-Enabled Content Personalisation

Statement	Mean	SD
GenAI helps create content relevant to specific customer segments.	3.94	0.77
GenAI enables multiple versions of marketing content.	3.91	0.79
GenAI helps adapt content to customer preferences.	3.89	0.81
GenAI supports context-sensitive communication.	3.79	0.83
GenAI improves the relevance of marketing messages.	3.87	0.78
Overall	3.88	0.69

The highest mean relates to the ability to create content relevant to specific customer segments. This supports the proposition that GenAI can help marketers scale personalised communication.

Table 13. Customer Engagement

Statement	Mean	SD
Personalised AI-enabled content attracts customer attention.	3.84	0.82
Personalised content encourages customer interaction.	3.78	0.85
AI-supported communication improves customer interest.	3.83	0.8
Personalised content encourages customers to explore products/services.	3.86	0.79
AI-enabled content strengthens ongoing customer interaction.	3.79	0.83
Overall	3.82	0.73

The overall mean of 3.82 indicates positive perceptions of customer engagement. The highest-rated item concerns product/service exploration, suggesting that personalised content may stimulate further customer attention and information-seeking.

VII. HYPOTHESIS TESTING

Hypothesis 1

H1: Generative AI adoption has a significant positive influence on marketing productivity.

Table 14. Simple Linear Regression: GenAI Adoption → Marketing Productivity

Model Statistics	Value
R	0.682
R ²	0.465
Adjusted R ²	0.464
Standard Error	0.497
F-value	346.1
Sig.	<0.001

Regression Coefficients

Predictor	B	Std. Error	Beta	t	Sig.
Constant	1.426	0.147	—	9.7	<0.001
GenAI Adoption	0.644	0.035	0.682	18.6	<0.001

The regression model indicates a statistically significant positive relationship between GenAI adoption and marketing productivity ($\beta = 0.682$, $p < 0.001$). The R² value of 0.465 indicates that approximately 46.5% of the variation in perceived marketing productivity is explained by GenAI adoption in the illustrative model.

The positive regression coefficient indicates that higher levels of GenAI adoption are associated with higher perceived marketing productivity.

Therefore, based on the model data:

H1 is accepted.

The finding is consistent with the broader Indian literature suggesting that AI and GenAI can support efficiency, content development, personalisation, and marketing-related activities. Kumar et al. (2024) specifically identify marketing productivity and content creation among the important areas through which GenAI may transform marketing activities.

Hypothesis 2

H2: AI-enabled content personalisation has a significant positive influence on customer engagement.

Table 15. Simple Linear Regression: Content Personalisation → Customer Engagement

Dependent Variable: Customer Engagement

Model Statistics	Value
R	0.716
R ²	0.513
Adjusted R ²	0.512
Standard Error	0.512
F-value	419.42
Sig.	<0.001

Regression Coefficients

Predictor	B	Std. Error	Beta	t	Sig.
Constant	1.096	0.134	—	8.18	<0.001
Content Personalisation	0.703	0.034	0.716	20.48	<0.001

The results indicate a statistically significant positive relationship between AI-enabled content personalisation and customer engagement ($\beta = 0.716$, $p < 0.001$).

The R^2 value of 0.513 indicates that approximately 51.3% of the variance in customer engagement is explained by content personalisation in the illustrative model.

The positive coefficient suggests that greater perceived effectiveness of AI-enabled content personalisation is associated with stronger customer engagement.

Therefore:

H2 is accepted.

This result is directionally consistent with Indian research examining AI-enabled customer engagement. Mahajan et al. (2025) found significant effects of AI-backed chatbot interactions on customer-engagement dimensions, while Giri and Biswas (2025) identified customised support and GenAI-enabled customer interactions as important components of e-tail engagement.

Overall Interpretation

Both hypotheses demonstrate statistically significant positive relationships in the illustrative dataset.

The stronger coefficient is observed for the relationship between content personalisation and customer engagement. This suggests that the perceived value of GenAI may extend beyond operational productivity toward customer-facing marketing outcomes when the technology is used to create relevant and personalised content.

VII. DISCUSSION

The first major finding indicates a positive association between GenAI adoption and marketing productivity. The finding suggests that organisations using GenAI more extensively may perceive improvements in marketing output, speed, and efficiency.

This result is consistent with Kumar et al. (2024), who identify content creation, personalisation, and productivity as major areas of GenAI-enabled marketing transformation. Das et al. (2024) similarly identify speed, efficiency, creative communication, content creation, customisation, and personalisation as important themes in GenAI-enabled marketing automation.

The second finding indicates a positive relationship between AI-enabled content personalisation and customer engagement.

This finding supports the argument that customers may respond more positively when digital content is perceived as relevant to their interests and circumstances.

Giri and Biswas (2025) provide related evidence by identifying tailored support, customised service, customer engagement, and dynamic shopping journeys in their study of GenAI-enabled e-tail. Mahajan et al. (2025) similarly report positive relationships between AI-enabled chatbot interactions and several dimensions of customer engagement.

However, the findings should not be interpreted as evidence that GenAI automatically produces superior marketing outcomes. Human review remains important because AI-generated content can contain factual errors, inappropriate wording, generic messaging, or brand inconsistencies. Thakur and Saravanan's (2026) work also demonstrates that organisational roles can influence perceptions of AI adoption in Indian marketing teams.

VIII. MANAGERIAL IMPLICATIONS

The findings provide several implications for marketing managers.

Develop a GenAI Marketing Strategy

Organisations should move beyond ad hoc experimentation and establish clear policies concerning where and how GenAI will be used in marketing.

Use GenAI for Productivity Enhancement

GenAI can be deployed for repetitive activities such as:

- first-draft content;
- social-media captions;
- product descriptions;
- campaign variations;
- email drafts;
- brainstorming;
- customer-response templates.

This can allow marketing employees to devote more time to strategic activities.

Strengthen Content Personalisation

Marketing departments can use GenAI to develop multiple content variants for different customer segments, provided that

personalisation is based on legitimate and appropriately managed customer information.

Maintain Human Oversight

AI-generated marketing content should be reviewed by marketing professionals for:

- accuracy;
- brand consistency;
- cultural appropriateness;
- ethical considerations;
- privacy;
- misleading claims; and
- tone of communication.

Measure Customer Engagement

Organisations should monitor:

- click-through rates;
- content interaction;
- comments;
- shares;
- time spent;
- repeat visits;
- conversion;
- customer satisfaction; and
- retention.

AI adoption should therefore be evaluated through business outcomes rather than the number of AI tools deployed.

IX. THEORETICAL IMPLICATIONS

The study contributes to the emerging theoretical discussion on AI-enabled marketing in three ways.

First, it connects technology adoption with marketing productivity, suggesting that GenAI should be understood as an organisational capability rather than merely a software tool. Second, it connects content personalisation with customer engagement, providing an explanation of how AI-enabled content creation may influence customer-facing outcomes.

Third, the study integrates operational and customer perspectives by linking:

GenAI Capability → Marketing Productivity
and

AI-Enabled Personalisation → Customer Engagement

This provides a relatively simple empirical framework that can be extended in future research.

Practical Implications for Indian Organisations

The findings are particularly relevant to Indian organisations because businesses operate across highly diverse customer segments, languages, income groups, geographic markets, and digital-access conditions.

Indian firms can potentially use GenAI for:

- multilingual content;
- regional campaigns;
- customer-segment-specific messaging;
- digital advertising;
- e-commerce product descriptions;
- customer service;
- social-media communication;
- marketing research;
- campaign ideation; and
- personalised promotions.

However, localisation should involve human validation. A message that is linguistically correct may not necessarily be culturally appropriate or commercially effective.

Limitations of the Study

The study has several limitations.

1. The cross-sectional design limits the ability to establish long-term causal relationships.
2. The study relies on respondents' perceptions rather than objective productivity metrics.
3. The use of non-probability sampling may limit generalisability.
4. GenAI technologies are developing rapidly, meaning that findings may change as tools evolve.
5. Marketing productivity was measured through perceived outcomes rather than financial return on investment.
6. Customer engagement was examined indirectly through respondents' perceptions of AI-enabled marketing.
7. Differences between industries and organisation sizes may require more detailed investigation.

Important empirical note: The statistical dataset presented in this paper is a model dataset prepared for demonstrating the research analysis. Actual journal submission should use verified primary data and the corresponding real statistical output.

Future Research Directions

Future researchers can extend the study by:

1. using longitudinal research designs;
2. comparing GenAI users and non-users;
3. examining actual marketing ROI;
4. studying GenAI across Indian regions;
5. examining multilingual GenAI marketing;
6. comparing B2B and B2C marketing;
7. examining AI-generated versus human-generated content;
8. investigating customer trust as a mediator;
9. examining perceived authenticity as a moderator;
10. studying privacy concerns;
11. analysing AI disclosure effects;
12. examining employee AI literacy;
13. studying human-AI collaboration;
14. incorporating actual customer behavioural data; and
15. comparing different GenAI platforms and applications.

X. CONCLUSION

Generative AI is emerging as an important capability within contemporary marketing management. The technology has moved beyond experimental applications and is increasingly being considered for content creation, personalisation, customer interaction, marketing analytics, and workflow support.

The present study examined three interconnected areas: marketing productivity, content personalisation, and customer engagement. Based on the illustrative empirical analysis, GenAI adoption demonstrates a significant positive relationship with marketing productivity, while AI-enabled content personalisation demonstrates a significant positive relationship with customer engagement.

The findings suggest that the managerial value of GenAI can be considered from two complementary perspectives. Internally, GenAI can assist marketing teams in improving efficiency and accelerating content-related activities. Externally, it can help organisations develop more relevant and personalised communications.

At the same time, GenAI should not be viewed as a substitute for marketing judgement. Effective implementation requires human supervision, strategic direction, appropriate data

governance, brand consistency, and continuous performance evaluation.

The future of marketing management is therefore likely to involve increasing interaction between human marketing expertise and generative AI capability. The organisations that derive sustainable value from GenAI will need to integrate technological efficiency with customer relevance, creativity, responsible data use, and human oversight.

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