

Marketing Review

St.Gallen



AI in Marketing: Strategic & Operational Potential

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From “Campaign Operator” to “AI Orchestrator”

How Artificial Intelligence Is
Transforming Marketing Roles Along
the Campaign Creation Process

AI is reshaping marketing campaigns by redefining how teams create value, collaborate, and divide roles. While research has highlighted AI's technical potential in content generation and targeting, its impact on human work remains underexplored. This article addresses this gap through a qualitative, multi-method study combining a semi-systematic literature review, expert interviews, and a case study of rivella/FOCUSWATER and DiALOGiFY.

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Marketing campaign management is a core responsibility of marketing teams and a strategic lever for customer engagement and growth. At the same time, the adoption of artificial intelligence (AI) is transforming how campaigns are planned, executed, and optimized (Gayaparsad & Ramlutchman, 2024; Pinfold & Blicharz, 2024; Russell, 2025). AI holds great promise, but it is not a magic solution. The technology does not automatically solve campaign management challenges, as silos, limited data, and cultural barriers can hinder its effectiveness (Zwegers & Riccui, 2024). At the same time, generative artificial intelligence (GenAI) is accelerating campaign development and reshaping how marketing teams create value, structure roles, and organize collaboration (Richter et al., 2019; Yu et al., 2025). While AI's technical capabilities in content creation and targeting are well documented, changes on the human side of marketing remain underexplored (Feuerriegel et al., 2024; Huang & Rust, 2020).

This gap is increasingly problematic for marketing leaders. Although AI has the capacity to significantly boost campaign performance (Chui et al., 2023), many brands are failing to realize its potential (Adobe & Ecoconsultancy, 2025). Experts warn: "Those who use AI will take the jobs of those who don't" (IP3 – see Table 1 in the online Appendix). To navigate this shift, marketers must evolve from manual operators to AI orchestrators who can guide, validate, and refine machine outputs. This article examines how GenAI is transforming campaign work in the fast-moving consumer goods (FMCG) sector. Using a phase-by-phase analysis of a dialogue-based campaign by rivella/FOCUSWATER and DiALOGiFY, we explore how roles, tasks, and human-AI collaboration evolve in the areas of planning, content creation, execution, and optimization. The goal is to provide actionable guidance for redesigning campaign processes to facilitate effective human-AI collaboration.



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Methodology and Structure

This article applies a qualitative, multi-method research design with two components: a semi-systematic literature review and qualitative expert interviews. These are complemented by a single case study.

Literature Review and Empirical Work

The literature review followed the established guidelines for academic reviews (Hart, 2001; Machi & McEvoy, 2009), applying a semi-systematic approach suitable for fragmented, interdisciplinary fields such as AI in marketing (Snyder, 2019).

Additionally, 15 expert interviews were conducted with managers from AI-focused agencies, consultancies, and multinational corporations. Participants (see Table 1 in the online Appendix) were recruited via purposive and snowball sampling. These methods ensured access to practitioners with specialized experience in AI-driven marketing (Flick, 2022;

Jaeger & Reinecke, 2009; Wassermann, 2015). Transcripts were thematically coded using a combined deductive-inductive approach based on Mayring's (2000) qualitative content analysis (see Table 2 in the online Appendix). To ensure rigor, the codes were iteratively refined, checked for internal consistency, and documented in a codebook.

Case Study: Selection, Relevance, and Limitations

To provide context for the findings from the literature review and expert interviews, the subsequent case study illustrates how GenAI can be utilized in the campaign process and how it shapes the marketing role. Case study research is well-suited to examining contemporary organizational phenomena and developing theoretical insights from practice (Eisenhardt, 1989; Yin, 2017). The selection criteria for the case study included a high degree of digitalization, explicit GenAI use, and access to project data. The analysis drew on internal documents, campaign assets, performance data, user feedback, and

interviews with marketing managers from rivella and the DiALOGiFY project lead. While the reliance on interpretive interviews, researcher-driven coding, and a single case study limits statistical generalization, it still enables analytic insight (Yin, 2017).

Human–AI Collaboration in the Campaign Phases

This section synthesizes the existing literature and expert insights to outline the four core phases of the campaign process and to provide a theoretical foundation for the observed shift in the roles of humans and AI. Models of automation levels and interaction patterns in AI-assisted decision-making provide a conceptual framework for understanding emerging marketing roles in human–AI collaboration.

Theoretical Foundations

In human–AI collaboration, automation spans a continuum of functions, from information acquisition and analysis to decision selection and action implementation. Each of these functions can potentially shift between human and machine. While higher levels of automation increase efficiency, they also raise the risk of overreliance and reduced situational awareness, making explicit points for human intervention essential (Parasuraman et al., 2000). In this context, the degree of technical autonomy determines how independently an AI system can operate once a task is delegated. Simmler and Frischknecht (2021) distinguish three levels of autonomy based on whether an AI merely supports human judgment, executes subtasks under supervision, or acts and adapts autonomously. While greater autonomy reduces the need for constant human input, it also increases the demand for

Management Summary

AI is reshaping marketing campaigns by redefining how teams create value, collaborate, and divide roles. A multi-method study consisting of a literature review, expert interviews, and an FMCG case study show how generative AI transforms campaign work across four phases, shifting marketers from operators to AI orchestrators. The findings underline that sustainable advantage lies not only in adopting tools but also in redesigning operating models, collaboration structures, and skillsets for human–AI co-creation.

oversight, traceability, and governance. Together, the dimensions of automation and autonomy clarify how control flows between humans and machines, which decisions remain human-led, and where marketers must ensure guardrails, escalation paths, and clear boundaries of responsibility. Ultimately, these two lenses define the marketer's emerging role as an AI orchestrator, aligning system capabilities with appropriate levels of human oversight.

Phase 1: Planning and Strategy Development

Traditionally, campaign planning relied on static persona profiles, historical data, and structured manual workflows (Deloitte, 2021; Haenlein et al., 2020; Tomczak et al., 2023). However, recent studies show that **AI can automate and accelerate many of these steps by synthesizing data from markets, competitors, and customers**, thereby supporting faster ideation, scenario modelling, and the creation of data-driven personas (Boddu et al., 2022; Elhajjar, 2023; Huang

& Rust, 2018; Ma & Sun, 2020; Stone et al., 2020; Zaman, 2022).

Empirical evidence confirms that GenAI tools speed up the creation of campaign concepts and visualizations, while AI-powered assistants can impersonate competitors and consumers (IP1; IP4; IP6–7; IP9; IP10; IP12–13). These AI advancements enable more targeted strategies and agile planning through secure, collaborative platforms (Dan & Wei, 2023; IP6; IP8). Moreover, AI-powered sentiment and preference analysis enriches strategic insight and enhances emotional branding and message precision (Huang & Rust, 2020; Stone et al., 2020). Despite these benefits, nuanced strategic approaches, **creative leadership, and brand alignment still require human expertise**. AI is most valuable in early-stage ideation, while marketers refine concepts and ensure their alignment with organizational goals and ethics (Ma & Sun, 2020; Stone et al., 2020). However, experts also warn that over-standardization and excessive automation may hinder creativity, reinforcing the need for careful human oversight (IP1; IP4–6).

Phase 2: Content Creation and Personalization

Historically, content creation involved manual audience analysis, platform-specific assets, and static journey mapping (Deloitte, 2021; Haenlein et al., 2020; Jawad, 2023). These activities were constrained by manual processes and fragmented role coordination, for example, across channel-based campaign teams (Gao et al., 2023; Kumar & Mittal, 2020).

In contrast, **AI now supports and automates routine creative tasks**, from briefing to the rapid generation of text and visuals, with prompt engineering emerging as a key skill (Anisin, 2023; Huang & Rust, 2020; Kshetri et al., 2024; Ooi et al., 2023; Richter et al., 2019; Tafesse

& Wood, 2024). Interview partners reinforce that this transformation affects all stages of content creation and is already a reality in practice (IP1; IP3; IP5; IP8; IP9). It enables the fast, iterative development of variant-rich content tailored to specific platforms and formats (Jain & Aggarwal, 2020), a process that experts confirm is central (IP2; IP5; IP8; IP11–12; IP15). Moreover, **AI-powered systems enable the hyper-personalization of content** by dynamically tailoring narratives, dialogues, and offers to user preferences and behaviors in real time (Ameen et al., 2022; Ma & Sun, 2020; Nah et al., 2023; Terstiege & Cinar, 2021; Van Esch & Black, 2020). This enhances both interactivity and emotional resonance (Dan & Wei, 2023; Huang & Rust, 2020; Manis & Mandhavaram, 2023), as validated by most interview partners (IP1–2; IP4–5; IP7–8; IP10; IP12–13).

Despite these benefits, AI can compromise brand identity, creative diversity, and data privacy, making **human oversight essential to ensure ethical use and content integrity** (Candelon et al., 2023). Empirical results reinforce these concerns and underscore the importance of human-in-the-loop processes (IP1; IP3–7; IP10–12; IP14–15).

Phase 3: Execution and Distribution

Previously, campaign execution involved segmented targeting and manual processes across fragmented channels (Benson, 2022; Moderandi Inc, 2013). It relied on acquiring and coordinating distribution channels, maintaining regular updates, and providing manual customer care (Effing & Spil, 2016; Tomczak et al., 2023; Von Rűden et al., 2020).

Today, **AI automates segmentation, delivery, and engagement**, thereby fundamentally changing the nature of campaign execution and shifting communication from mass marketing to

highly relevant, data-driven interactions (Huang & Rust, 2018; 2020; Jain & Aggarwal, 2020; Manis & Mandhavaram, 2023; IP1–4; IP6–8; IP10). Chatbots, for instance, now deliver personalized, interactive experiences at scale by automating user interactions, enabling dialogic, two-way communication, and adapting content and offers in real time (Dan & Wei, 2023; Castelo, 2019; Huang & Rust, 2018, 2020; Terstiege & Cinar, 2021; IP4; IP10; IP14). Additionally, programmatic tools and predictive analytics support immediate campaign optimization (Dan & Wei, 2023; Diwanji et al., 2022; Huang & Rust, 2020; Jain & Aggarwal, 2020; Ma & Sun, 2020; Murgai, 2018).

Although concerns persist regarding reduced marketer control, experts agree that these technologies simplify and accelerate execution, allowing marketers to take on a strategic supervisory role (IP2; IP6; IP10; IP15).

Phase 4: Monitoring and Optimization

Prior to the introduction of AI, optimization relied on delayed KPI reports and manual analysis, often leading to

slow and suboptimal decisions (Deloitte, 2021; Keegan & Rowley, 2017; Kumar & Mittal, 2020; Van Loy, 2022; Von Rűden et al., 2020). With AI, campaign monitoring and optimization have become more automated and adaptive. **AI accelerates the evaluation process** by detecting patterns in real time, thus aiding marketers regardless of their technical background (Huang & Rust, 2020; Zaman, 2022; IP2; IP6; IP8–9; IP13; IP15). Interviewees confirm that AI tools eliminate manual data wrangling, accelerate segmentation, and centralize data sources, providing deeper and more actionable insights (IP1–2; IP6; IP8; IP12–13; IP15). This enables continuous improvement and organizational learning by modeling behavior, uncovering trends, and supporting predictive automation (Diwanji et al., 2022; Huang & Rust, 2018, 2020; Terstiege & Cinar, 2021; Van Esch & Black, 2020; IP4; IP6–7; IP9–10; IP15).

As a result, AI improves both decision-making speed and the relevance of campaign content (Ameen et al., 2022; Dan & Wei, 2023; Jain & Aggarwal, 2020; Ma & Sun, 2020; Ooi et al., 2023; IP9). However, the **interpretation of insights and the strategic decisions based on**

Main Propositions

- 1 AI makes intuition-driven planning obsolete: strategies emerge from live data and scenarios, while human creativity is reduced to steering and sense-making.
- 2 AI saturates campaigns with hyper-personalized content, but without human curation, brand identity and ethical guardrails collapse.
- 3 Campaign execution is no longer manual; AI runs the show. Marketers act as orchestrators who intervene only to protect strategic intent and coherence.
- 4 Optimization has shifted from afterthought to always-on AI. Marketers who fail to interpret and govern these live insights risk damaging customer relationships.

Figure 1: Promotional Image Linking Physical Product, Campaign Narrative, and User Activation in the rivella/FOCUSWATER Campaign (Rivella, n.d.)



Source: Rivella Group, 2023.

them remain largely human responsibilities (Huang & Rust, 2018).

Case Study: Insights from rivella & DiALOGiFY

As outlined in the methodology section, the rivella/FOCUSWATER and DiALOGiFY add in brackets “(consumer promotion)” was chosen as a case study to examine the practical transformation of

marketing campaign management with GenAI. The case centers on a campaign implemented by rivella/FOCUSWATER, a Swiss FMCG brand positioned in the health and lifestyle segment. It was carried out in collaboration with DiALOGiFY, a conversational marketing platform that enables real-time customer interaction, automated journey orchestration across touchpoints, and dynamic insight generation through personalized, AI-supported chat experiences. The following section summarizes the strategic and organizational challenges

that necessitated the shift to AI-driven, dialogue-based marketing.

Challenges and Goals

Before adopting AI-driven, dialogue-based campaigns, rivella/FOCUSWATER faced several structural limitations. Customer feedback was fragmented and lacked contextual depth, which restricted personalization and weakened consumer alignment (Deloitte, 2021; Keegan & Rowley, 2017). Communication remained largely generic and short-term promotions dominated over long-term retention, contributing to low customer loyalty and stagnant online sales despite rising digital investments (Haenlein et al., 2020).

CRM systems collected behavioral data but rarely integrated consumer motivations or situational factors, leaving teams reactive with little sustained engagement (Kumar & Mittal, 2020; Von Rüden et al., 2020). Manual reporting cycles further impeded learning and limited adaptive decision-making (Keegan & Rowley, 2017; Van Loy, 2022).

To overcome these constraints, rivella/FOCUSWATER launched the “Chat with Pat” campaign with four main goals: collecting richer feedback, enabling personalized communication, building an emotional and interactive brand experience, and increasing online shop revenue. Transitioning to AI-supported, dialogue-based marketing allowed for continuous personalization and a shift from short-term promotions to long-term relationship building. As CMO Angelika Leemann (personal communication, August 6, 2025) noted, consumer data became the brand’s “most important asset” for building trust and tailoring experiences. This transformation repositioned marketers as AI orchestrators who coordinate systems, insights, and creative direction within a co-intelligent

environment (Huang & Rust, 2020; Ma & Sun, 2020).

AI-Transformation of the Marketing Campaign

Information on the campaign setup and execution was provided by Dominic Bolliger, Project Lead at DiALOGiFY (D. Bolliger, personal communication, June 12, 2025), and A. Leemann, CMO of rivella (personal communication, August 6, 2025). The rivella/FOCUSWATER campaign is particularly well-suited for examination because its clear before/after structure makes the effects of GenAI-driven orchestration, automation levels, and decision redistribution empirically visible across each campaign phase. Table 1 summarizes the transformation of campaign activities, technologies, and marketing roles before and after AI integration in the rivella/FOCUSWATER case.

The following sections outline how each phase of the rivella/FOCUSWATER campaign was transformed through AI integration, highlighting key process changes, technological enablers, and evolving marketing roles.

Phase 1: From Intuition to Co-Intelligence

AI-driven, dialog-based campaigns enabled rivella to generate data-driven personas, job-to-be-done (JTBD) segments, and campaign concepts far earlier and more iteratively than the previous workshop-based planning approach (see Table 1). This shifted planning from static cycles to a continuous process (Huang & Rust, 2018; Ma & Sun, 2020; IP4; IP6). For example, AI analyzed existing data to create draft personas, such as a “young urban health-seeker,” allowing the team to test campaign angles and value propositions early in the process.

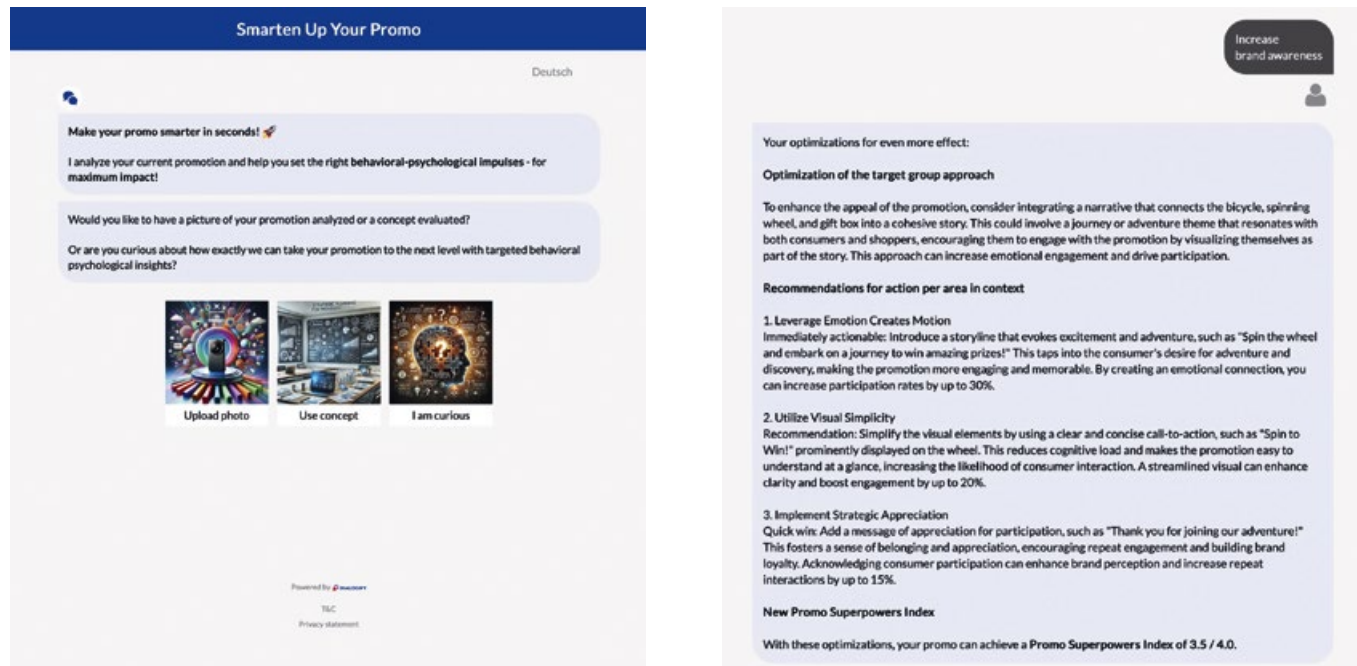
Planning became prompt-driven and iterative. Cross-functional teams of brand managers, analysts, and creatives collaborated in shared cloud workspaces, with AI generating campaign variants that were refined through human-AI loops and automated workflows (Dan & Wei, 2023; IP4). In terms of automation and autonomy, this reflects a high level of automation in analysis and ideation but an intentionally low level of AI autonomy (Simmler & Frischknecht, 2021). In this context, the role of marketers at rivella evolved from traditional campaign planners to strategic orchestrators of co-intelligence. They retained responsibility for evaluating AI outputs to ensure relevance, creative fit, and compliance, while shifting from one-off briefing cycles to the continuous coordination of data, technology, and creative direction. Overall, this case study challenges the absolutism of Proposition 1, which states that AI reduces reliance on intuition-only planning but does not replace human strategic sense-making.

Table 1: Transformation of the Marketing Campaign Phases (Before vs. After the Introduction of AI) and Role Changes Based on the rivella/FOCUSWATER and DiALOGiFY Case

Campaign Phase	Before AI (rivella/FOCUSWATER – Pre-DiALOGiFY)	After AI (rivella/FOCUSWATER – DiALOGiFY Integration)	Marketing Role Transformation
1. Planning & Strategy Development	• Strategy developed in periodic, siloed workshops • Personas built manually with static assumptions	• AI-generated JTBD personas in early planning • Agile, cross-functional co-creation in a secure cloud workspace	From campaign planner to AI-enabled co-intelligence orchestrator, coordinating systems, prompts, and iterations
2. Content Creation & Personalization	• One-way, generic campaign messaging • Manual content production (copy, visuals, mechanics)	• AI-drafted dialogues and gamification elements • Micro-segmentation and adaptive content delivery	From content producer to personalization architect, overseeing dynamic, branded experiences
3. Execution & Distribution	• Manual asset deployment with fixed timelines • No dynamic adaptation during live campaigns	• QR-based seamless campaign entry and mobile dialogues • AI-powered, adaptive omnichannel orchestration and gamified flows	From campaign launcher to real-time execution supervisor, ensuring quality, coherence, and engagement
4. Monitoring & Optimization	• Feedback collected post-campaign via static reports • Performance based on lagging KPIs	• Embedded AI-enabled surveys and behavioral analytics • AI-driven feedback loops adapting live and future campaigns	From post-mortem analyst to continuous optimizer, shaping campaigns based on AI-generated insights

Source: Authors’ compilation.

Figure 2: DIALOGiFY's AI-workflow "Smarten Up Your Promo" Using Behavioral Psychology to Refine Content for Consumer Promotions



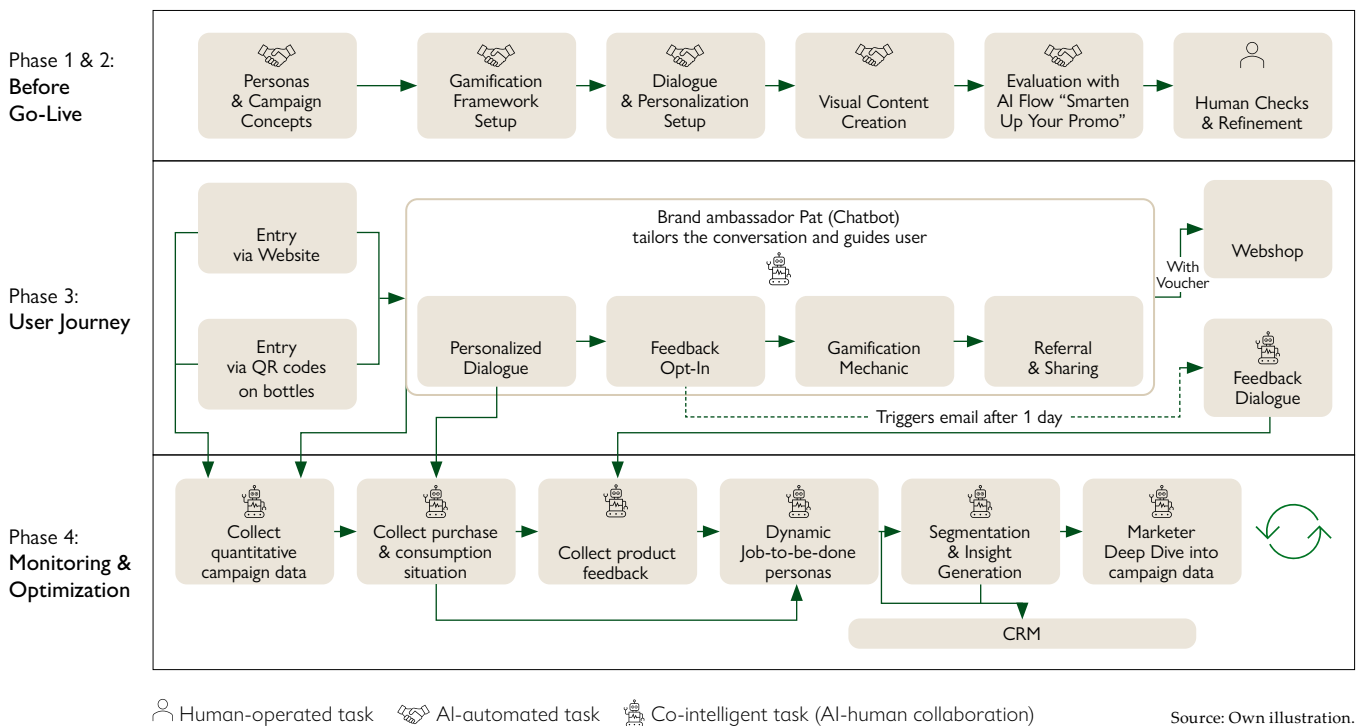
Source: Own illustration.

Table 2: Selection of Attributes Created for Personalization in the Chat Experience, in Subsequent Communications, and for Guiding the General Marketing Strategy

Attribute Type	Specific Attribute	Data Source (Dialogue Prompt/Mechanic)	Purpose/Use Case
Personal Data	Full name, email address, phone, birthday	Explicit user opt-in (dialogue form)	CRM enrichment, remarketing, compliance
Preferences	Taste preferences, favorite drink	Multiple-choice dialogue prompts, swiper cards	Personalization of content and offers
Motivation & JTBD	Purchase motivations, pains, gains, jobs-to-be-done	Open text, AI dialogue inputs	Deeper segmentation, value proposition design
Behavioral	Consumption situation (when/where)	Multiple choice, + AI dialogue inputs	Contextual personalization
Behavioral	First-time brand/product buyer	Direct dialogue question ("Have you tried this product before?")	Identify brand entry points, loyalty strategy
Behavioral	Purchase channel/region	Single-choice selection/text input	Retailer insights, online-shop insights, regional targeting and insights
Segmentation	Assigned dynamic segment/persona	Automated clustering in platform	Campaign adaptation, targeting, customer understanding
Engagement	Referral activity, rewards, prizes, feedback, time spent	Gamified mechanics, micro surveys, system tracking	Loyalty building, amplification

Source: Authors' compilation.

Figure 3: Campaign Process Flow with AI-Human Collaboration During the rivella/FOCUSWATER campaign



For practitioners, this means using AI in planning only when it is clear how humans will review, adjust, and approve the AI's suggestions.

Phase 2: A Personalized Chat Experience

Previously, rivella had created content in manual, linear cycles with limited personalization. After the integration of AI, the system generated initial drafts of dialogues, campaign copy, gamification elements, and reward mechanics, which were then curated and validated by the team. Prompt engineering became a key competence, and the DiALOGiFY platform enabled all team members, not just technical experts, to contribute. This reflects Richter et al.'s (2019) observation that intuitive AI tools lower adoption barriers

and empower non-specialist users. For example, the platform analyzed promotions based on behavioral and psychological criteria, identified weak points, and suggested optimizations such as clearer calls to action or improved dialogue flows.

Personalization logic and real-time micro-segmentation were engineered from the beginning, enabling individualized content based on user behavior, e.g., displaying different images or text variants depending on recognized interests or user segments. Dialogue trees, adaptive storylines, and gamification elements were designed to provide real-time offers and enable narrative shifts for each participant (Ma & Sun, 2020; Nah et al., 2023). This high degree of individualization significantly contributed to elevated marketing opt-in rates, which exceeded expectations by 50 percent – an early indicator of the

campaign's enhanced relevance and user trust. Dynamic engagement was further strengthened through gamified elements such as rewards, brand storytelling, and a virtual brand avatar (Van Esch & Black, 2020). In this case, Swiss snowboarder Pat Burgener led users through a dialogic brand experience.

CRM integration and data enrichment were foundational: at each touchpoint, consent-based first-party data was collected for ongoing personalization, privacy-compliant remarketing, and broader strategic insights, as summarized in Table 2. Sensitive data processing was explicitly limited to mitigate privacy and security risks (Ameen et al., 2022).

As a result, the marketer's role evolved from content producer to personalization architect. Marketers now focus on

enabling adaptive experiences and guiding cross-functional teams in co-creating brand-aligned, AI-supported content. Authority remains firmly with humans: AI drafts content, while humans govern normative and contextual boundaries (Simmler & Frischknecht, 2021). In this role, marketers regularly overrule or re-shape AI proposals that conflict with brand tone, market knowledge, or ethical considerations. Thus, the case study neither fully confirms nor rejects Proposition 2. It shows that, while AI enables extensive personalization, maintaining brand and ethical integrity requires active human oversight guided by clear, streamlined review rules.

Phase 3: Real-Time Engagement at Scale

Previously, rivella's campaign launches were episodic and involved manual asset distribution, limited feedback loops, and

little capacity for dynamic personalization or optimization (Tomczak et al., 2023; Von Rüden et al., 2020).

AI-enabled workflows facilitated a seamless campaign across in-store and digital touchpoints. Simple entry points, such as scanning a code on the packaging, directed users to a guided, app-free chat experience. This lowered participation barriers and contributed to high engagement rates across segments (Dan & Wei, 2023). Personalized, AI-powered dialogues dynamically guided each user journey, combining instant-win mechanics, social-sharing prompts, adaptive content delivery, and embedded calls to action such as webshop links and friend referrals. These elements significantly extended the campaign's reach and contributed to a 4.5-fold increase in online shop sales. Additional modules, such as levels, badges, and leaderboards, can further enhance engagement. Figure 4 highlights selected key moments of the

user experience within the "Chat with Pat" activation.

From a stakeholder perspective, A. Lee-mann (personal communication, August 6, 2025) emphasizes: "We were able to exceed our targets by far. That's why I am absolutely convinced this is a path that must be taken much more broadly in the future." Drawing on behavioral principles, elements such as user-generated content and social proof (e.g., showcasing recent winners or top contributors) strengthened intrinsic motivation and fostered a sense of belonging and emotional connection to the brand.

Accordingly, campaign managers transitioned from launching campaign to supervising their real-time execution, ensuring delivery quality, strategic intent, and customer value. Execution reflects high automation in routine tasks but bounded autonomy: AI adapts within predefined parameters, while

Figure 4: End-To-End User Experience in the "Chat With Pat" Campaign



Source: Own illustration.

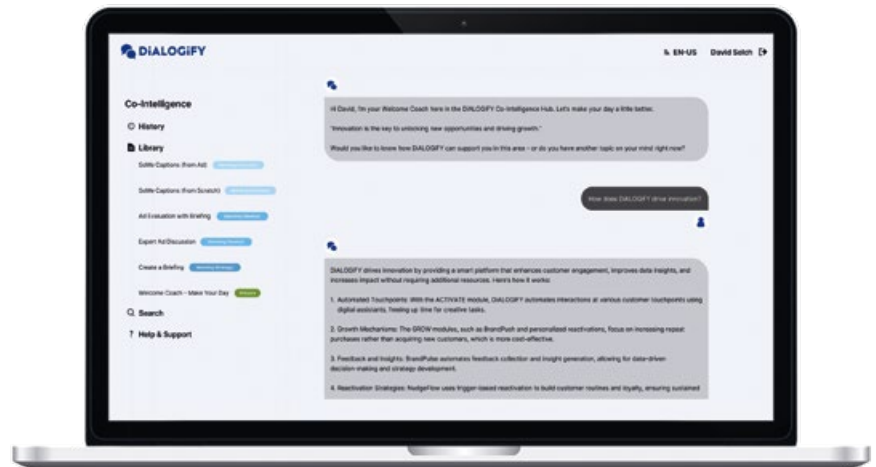
humans monitor for contextual or governance-relevant exceptions (Simmler & Frischknecht, 2021). Because AI dialogues are generated in (near) real time, pre-approving every interaction is impossible. Effective control therefore depends on guardrails (e.g., rules that block unsafe or off-brand outputs), continuous monitoring, and clearly defined escalation routines. Taken together, these findings temper Proposition 3: AI manages routine execution at scale, while marketers serve as active supervisors rather than passive observers.

Phase 4: From Post-Mortem Analysis to Real-Time Learning

Previously, rivella relied on post-campaign surveys and traditional performance metrics. With AI, monitoring and optimization became continuous, real-time, and data-rich processes. Embedded surveys and behavioral analytics (e.g., AI dialogues aimed at discovering JTBD profiles of participants) produced qualitative and quantitative feedback in real time, increasing survey responses sixfold compared to previous campaigns. As A. Leemann (personal communication, August 6, 2025) noted, “We received so much feedback – whether about the chatbot, our products, or our appearance – that the interactivity was extremely high and there must have been a strong liking.” AI analyzed these chat inputs dynamically, adapting follow-up questions and messaging style to user behavior and prior feedback (Huang & Rust, 2020; IP6; IP9).

The Co-Intelligence Hub, a GDPR-compliant shared workspace, enabled the team to analyze campaign and customer data and derive clear, actionable insights. For example, they identified rising demand for sugar-free products and used this information to sharpen rivella’s brand positioning (“Ready. FOCUS. Go.”). Furthermore, AI dynamically grouped participants into JTBD segments based on customer goals, motivations,

Figure 5: The DiALOGiFY Co-Intelligence Hub Interface Supporting Collaborative Orchestration Through All Campaign Phases



Source: Own illustration.

and contexts of use rather than demographics. These evolving segments were continuously refined and used to personalize content (e.g., dialogue elements and visuals) to specific user needs and behaviors (Ma & Sun, 2020; IP2). For example, one segment – “The Clean Energy Seeker” – described consumers looking for a healthy, sugar-free beverage to maintain focus during busy workdays or workouts. The campaign emphasized mental focus and performance in its messaging for this group.

However, realizing the full potential of AI-driven processes requires more than just technology; it also depends on clear workflows, training, and governance. In practice, marketing teams had to redefine roles, document escalation paths, and develop new competencies for supervising AI outputs instead of merely executing predefined campaign tasks. For instance, A. Leemann (personal communication, August 6, 2025) stated: “We are open and give people access to AI, but we also require, for example, that each marketing sub-team defines a process or partial

process to automate. This allows us to go a step beyond pure AI towards real automation.” Setting such expectations empowered teams to define and automate their own processes, embedding co-intelligent workflows into daily practice – not just as a technical vision. This reflects a change management shift from isolated experimentation with AI tools to structured, team-level process transformation, highlighting the importance of involving marketing teams involved in AI transformation projects.

Monitoring relied on high automation in data processing and insight generation but deliberately low AI autonomy in decision-making. AI continuously surfaced patterns and recommendations, while humans evaluated their strategic, ethical, and relational implications and decided on actions (Simmler & Frischknecht, 2021). In this setup, marketers shifted from post-mortem analysis to continuous optimization, actively shaping campaign strategy in real time (Huang & Rust, 2018; IP6; IP10). The findings support Proposition 4 in principle, but they challenge

deterministic views: AI enables real-time optimization, yet humans still set boundaries, interpret meaning, and maintain control over customer relationships. This reveals the paradox between real-time AI autonomy and human oversight: Control must be enforced through guardrails and escalation routines rather than through direct, moment-to-moment supervision. A practical consequence is that AI dashboards should be coupled with clear decision-making routines (e.g., which metrics trigger which kind of response) rather than being treated as passive reporting tools.

Summary and Outlook

The rivella and FOCUSWATER case study demonstrates that generative AI does not replace marketers, but rather redefines where and how they create value. Three practice-oriented lessons stand out across all campaign phases. First, impact did not emerge from isolated tools but rather from redesigning the entire journey as an integrated, AI-supported pro-

cess. Personas, dialogues, and feedback loops were connected from planning to optimization, creating one coherent human-AI flow. Second, marketers assumed a new role as “AI orchestrators” – coordinating prompts, JTBD segments, dialogue variants, and real-time outputs. Their value lies not in executing tasks but in aligning automation with the brand, strategy, and judgment across all phases. Third, AI’s greatest contribution was continuous learning, not speed. Real-time feedback shaped segmentation, message refinement, and product insights, transforming static campaigns into adaptive, insight-driven systems.

Overall, this case study suggests that gaining a competitive advantage with AI-enabled marketing will depend less on owning advanced models and more on orchestrating human and machine capabilities throughout the campaign lifecycle. Success will lie in the marketer’s ability to guide dynamic, AI-supported processes that continuously learn and evolve.

Lessons Learned

1 Planning & Strategy Development:

Use AI to create dynamic JTBD segments and early campaign variants. Marketers then decide which to adopt or reject to ensure strategic fit, brand alignment and ethical boundaries.

2 Content Creation & Personalization:

Combine GenAI with human creative direction to build adaptive content. Enable all team members to prompt and refine AI outputs while maintaining brand tone and context.

3 Execution & Distribution:

Automate omnichannel activation with AI-driven delivery and establish clear rules for supervision – define what AI handles automatically and when humans step in.

4 Monitoring & Optimization:

Use AI for real-time feedback and dynamic segments, while marketers interpret the insights and guide the decisions, ensuring a human-in-the-loop model aligned with the strategy and customer value.

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From “Campaign Operator” to “AI Orchestrator”

How Artificial Intelligence Is Transforming Marketing Roles Along the Campaign Creation Process

Table 1: Overview of Interview Partners

Fifteen expert interviews were conducted between February and July 2024. To maintain confidentiality, all interview partners (IPs) were anonymized and listed only with neutral role descriptions and organizational types. The interviews ranged from 25 to 60 minutes, resulting in a total of 597 minutes of recorded material. These interviews provided the empirical basis for the subsequent thematic analysis.

IP	Position & Role	Date	Duration (in min)
IP1	Data Lead in two marketing agencies, former Partner Data & Analytics at a marketing agency, professor of data science	02/29/24	40:48
IP2	Senior Digital Marketing Strategist, lecturer on online marketing, consultant and speaker on the practical implementation of AI	03/04/2024	43:47
IP3	Founder and MD of two AI marketing agencies	03/05/2024	41:11
IP4	Co-founder of a startup offering AI communication and AI customer relationship solutions	03/06/2024	40:57
IP5	CEO of an AI marketing agency	3/14/2024	54:16
IP6	Founder of a digital marketing agency with AI focus, president of an AI organization	04/24/2024	47:47
IP7	CEO of a digital marketing consultancy with AI focus	04/25/2024	57:27
IP8	AI speaker, ambassador and trainer, founder and CEO of digital marketing agencies	04/29/2024	29:00
IP9	Former Head of Data Analytics & AI in a multinational corporation, founder and CEO of an AI communications agency	05/15/2024	44:56
IP10	Founder and CEO of an AI communications agency, host of a tech podcast, AI ambassador and expert/speaker	05/22/2024	40:00
IP11	Head of a marketing agency with AI focus, AI and marketing consultant	05/24/2024	38:09
IP12	Senior Online Marketing Manager at a multinational consultancy, online marketing consultant, GenAI consultant	05/24/2024	35:05
IP13	Founder and CEO of an AI agency	06/11/2024	20:43
IP14	Founder of an AI marketing consultancy, consultant for AI in marketing	06/20/2024	37:26
IP15	Head of Communications Strategy & Insights at a multinational corporation	07/11/2024	25:23

Source: Authors' illustration.

Table 2: Coding Framework

The interview material was analyzed using a structured coding procedure. The full coding system comprised 137 first-order codes that were synthesized into 15 second-order themes, which are presented in detail in this appendix. Coding decisions were documented in an internal codebook, and consistency was ensured through an iterative review of the transcripts. Any illustrative quotations used in the manuscript are attributed solely to anonymized identifiers (IP1–IP15).

First-Order-Codes	Second-Order-Themes	First-Order-Codes	Second-Order-Themes
Adoption of AI in Marketing Advancements in AI Tools AI as a Marketing Buzzword Awareness and understanding of AI Distinction between AI and Generative AI Efficiency Gains through AI Adoption Evolution and History of AI in Marketing Integration of AI in Marketing Workflows Marketing without AI Prevalence of AI Tools in Marketing Rebound effect with AI Role of AI in Routine and Repetitive Tasks	AI Adoption & Usage	AI as a Creative Partner AI in Artistic and Creative Expression AI's Role in Lowering Creative Barriers AI's Role in Enhancing Human Creativity Democratization of Creativity through AI Impact on Traditional Creative Roles	AI and Creativity
AI as a Creative Assistant AI-driven Image Generation AI-generated Storyboards AI in Dynamic Content Generation AI in Multilingual Content Adaptation AI in Text and Copywriting AI in Video Content Creation Avatar Creation with AI Cost-efficiency and Timesaving in Content Creation with AI Personalization with AI Trust and Limitations of AI for Content Creation	AI in Content Creation	AI as Persona and its Impact on User Interaction AI in Emotional Content Creation AI in Sentiment Analysis AI's Ability to Simulate Empathy and Emotions Challenges in Contextual and Nuanced Empathy Human-Like Attachments to AI Systems Limitations of AI in Understanding Human Emotions Role of AI in Community Management and Engagement	AI and Empathy
AI in Campaign Planning AI in Market Analysis and Assessment AI in Strategy Development AI-driven Audience Segmentation Decision Making Supported by AI Multi-Agent AI Systems in Strategy Over-standardization Risks in AI-Driven Strategy Statistical Twins and Predictive Analytics with AI	AI in Planning and Strategy Development	AI as a Cost-Cutting Tool AI as a Digital Intern AI as a Digital Sparring Partner AI as a Superior Assistant in Various Roles AI as a Supplement to Human Roles AI replacing Marketing Roles AI's Limitations AI's Role in Routine vs. Strategic Tasks Collaboration Between AI and Human Teams Ethical Considerations and Trust in AI	The Role of AI
AI in Ad Placement and Budget Optimization AI in Multichannel Campaign Management AI in Programmatic Advertising and Media Buying AI's Role in Automating Ad Spend Allocation AI Limiting Human Intervention Automation of Content Distribution Challenges in Early Funnel Targeting with AI Dynamic Content Personalization Using AI Micro-targeting with AI Role of AI in Real-time Campaign Adjustments	AI in Execution and Distribution	Bridging the Gap Between AI Outputs and Client Needs Configuration and Direction of AI Tools Engaging More Deeply with Customers Evaluation and questioning of AI Outputs Human Oversight in AI-driven Processes Maintaining Quality and Specificity in Content Manual Curation and Final Refinements Shifting from Routine to Strategic and Judgment-Based Tasks Strategic and Human Judgment in an AI-driven Environment	Tasks and Responsibilities of Marketing Managers
AI in Campaign Monitoring and Real-time Optimization AI in Conversion Rate Optimization AI in Performance Analysis and Reporting Automation in Continuous Campaign Optimization Consolidation of Data Sources Error Detection and Correction with AI Quality Gains Achieved through AI	AI in Monitoring and Optimization	Adaptation to Rapid Technological Changes Analytical and Technological Skills Continuous Learning and Curiosity Creativity and Contextual Understanding Critical Thinking and Strategic Use of AI Guiding AI Processes and Training AI Harnessing AI and Human Expertise Interpersonal Skills for AI Integration Knowledge of AI & Data Science Proficiency in Working with Data and Data Analysis Prompt Management Strategic Thinking & Long-Term Vision Understanding Behavioral Science and Consumer Psychology	Skills of Marketing Managers

Source: Authors' illustration.

Table 2: Coding Framework (Continuation)

The interview material was analyzed using a structured coding procedure. The full coding system comprised 137 first-order codes that were synthesized into 15 second-order themes, which are presented in detail in this appendix. Coding decisions were documented in an internal codebook, and consistency was ensured through an iterative review of the transcripts. Any illustrative quotations used in the manuscript are attributed solely to anonymized identifiers (IP1–IP15).

First-Order-Codes	Second-Order-Themes	First-Order-Codes	Second-Order-Themes
AI as Team Assistant AI-enhanced Communication and Remote Work Collaboration with AI Cross-functional Collaboration Enabled by AI Impact of AI on Team Dynamics and Collaboration Limitations in Current AI Collaborative Tools Trust and Transparency in AI Collaboration	AI and Collaboration and Teamwork	AI in Data Integration and Analytics AI in Managing Large and Complex Datasets AI-driven Data Security and Privacy Measures Building Comprehensive Data Pools for AI Data Quality Influence of Training Data on AI Outcomes Managing Data Quality with AI Sensible Data and AI Unbiased AI and Ethical Data Use	AI and Data Management
AI Act Enablement AI Implementation Strategies and Best Practices AI Readiness at Management Level Balancing Human Input with AI Automation Developing Proprietary AI Models and Tools Ethical and Governance Considerations in AI Use Fear of AI Gradual Introduction and Familiarization with AI Tools Managing Copyright and Legal Aspects of AI Own AI Model Strategies for AI Integration in Marketing Teams Training and Educating Employees on AI	Integrating AI into an Organization	Concerns About Job Loss Due to AI Debate on Job Reduction vs. Job Transformation Human Roles that AI Cannot Replicate Impact on Creative and Analytical Roles Job Loss with AI Job Security in an AI-driven Marketing Environment Potential Increase in Workload with AI-Driven Expectations Roles Most at Risk of Being Replaced by AI The Future of Work in an AI-dominated Industry	Job Displacement and AI
AI Trend Monitoring and Adoption Strategies Continuous Learning and Development in AI Importance of AI-focused Training Programs Keeping Pace with Rapid AI Innovations Learning from Other Companies' AI Use Networking, Collaboration, and Knowledge Sharing in AI	Staying Up to Date with AI		

Source: Authors' illustration.