
Transformation of Marketing Management Practices in the Era of Artificial Intelligence: Developing a Conceptual Model Through Grounded Theory Among Indonesian Digital Businesses

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The rapid advancement of Artificial Intelligence (AI) has fundamentally transformed marketing management practices. However, limited understanding remains regarding how this transformation unfolds within the day-to-day activities of organizations. This study aims to explore how AI reshapes marketing management practices and to develop a conceptual model that explains this transformation. A qualitative research design employing a constructivist grounded theory approach was adopted. Data were collected through semi-structured, in-depth interviews with 15 participants, including marketing managers, business owners, and marketing practitioners from diverse organizations across Indonesia that have implemented AI in their marketing activities. Data analysis was conducted iteratively through initial coding, focused coding, constant comparative analysis, and analytical memo writing until conceptual saturation was achieved. The findings identified five conceptual categories: AI accelerates and personalizes marketing activities, the role of marketing managers shifts toward more strategic functions, new patterns of human-AI collaboration emerge, effective AI implementation requires governance and ethical considerations, and the extent of AI-driven transformation varies across organizational contexts. The findings demonstrate that AI does not replace human expertise but rather enhances organizational decision-making through complementary collaboration between AI's computational capabilities and human strategic judgment. This study contributes to the development of a conceptual model of AI-enabled marketing management transformation and offers practical implications for organizations seeking to design AI adoption strategies that are effective, responsible, and customer oriented.

Keywords: Artificial Intelligence, constructivist grounded theory, human-AI collaboration, marketing management, organizational transformation.

Introduction

Artificial Intelligence (AI) has emerged as one of the most influential technologies driving transformation in marketing management practices. By enabling organizations to process vast volumes of customer data, identify market behavior patterns, perform more precise customer segmentation, personalize marketing offerings, and support faster decision-making, AI has fundamentally reshaped how marketing activities are conducted.

Consequently, marketing is no longer driven solely by managerial experience and intuition but increasingly depends on an organization's ability to integrate data, algorithms, and human judgment into marketing processes (Huang & Rust, 2021).

The growing significance of AI has become even more apparent with the emergence of generative artificial intelligence (GenAI). Unlike conventional AI applications, GenAI enables organizations to rapidly generate marketing texts, visual content, campaign ideas, promotional materials, and customer communication responses. Within marketing, this technology has the potential to transform content creation, brand communication, customer engagement, and strategic marketing development. At the same time, organizations must ensure that GenAI is implemented responsibly, transparently, and in ways that continue to create value for customers (Hermann & Puntoni, 2025).

These developments indicate that AI is no longer merely a technical support tool but has begun to reshape the work of marketing managers. Activities such as crafting promotional messages, managing digital media, analyzing customer sentiment, forecasting market demand, and evaluating marketing campaigns can now be supported by AI-driven systems. As a result, the role of marketing managers is shifting from executing routine operational tasks toward directing the use of AI technologies, critically evaluating system outputs, and making strategic decisions aligned with organizational objectives (Ma & Sun, 2020).

Despite its considerable potential, AI implementation in marketing does not automatically generate organizational benefits. The increasing reliance on AI introduces risks associated with algorithmic dependence, biased data and recommendations, misinterpretation of analytical outputs, and diminished attention to the human dimensions of customer relationships. Organizations must therefore ensure that AI is employed not only to improve operational efficiency but also to strengthen marketing decision quality and enhance customer experiences over the long term (De Bruyn et al., 2020).

From the customer perspective, AI adoption also influences trust, perceived control, and evaluations of organizational practices. Customers assess AI not only in terms of speed and service accuracy but also according to how their personal data are collected, how algorithmic decisions are made, and the extent to which meaningful human interaction remains available. Consequently, the transformation of marketing practices must address issues of privacy, transparency, consumer autonomy, and the broader social relationships that emerge from interactions between customers and AI-enabled systems (Puntoni et al., 2021).

Within organizations, the relationship between humans and AI should not be viewed as one of complete substitution. AI can assist managers by identifying complex data patterns, generating alternative courses of action, and accelerating work processes. However, human expertise remains indispensable for interpreting market contexts, considering ethical implications, managing customer relationships, and making strategic decisions that cannot be fully reduced to algorithmic calculations. Accordingly, AI should be understood as a collaborative partner that augments managerial capabilities in addressing the complexity of organizational decision-making (Jarrahi, 2018).

This perspective is consistent with the argument that AI creates a paradox between automation and augmentation. On one hand, AI automates routine, repetitive, and data-intensive marketing tasks. On the other hand, it enhances managerial creativity, learning capabilities, and decision quality. The successful implementation of AI therefore depends on an organization's ability to balance the efficiency gains of automation with the continued strengthening of human capabilities in marketing management practices (Raisch & Krakowski, 2021).

Although previous studies have extensively examined AI applications in marketing, marketing analytics, consumer responses to AI technologies, and ethical issues surrounding AI, limited attention has been devoted to understanding how marketing management practices evolve when AI becomes embedded in the day-to-day operations of organizations. In particular, there remains a need for research that explains how the roles of marketing managers are redefined, how responsibilities are distributed between humans and AI, how marketing decisions are made within AI-enabled environments, and what organizational challenges emerge throughout this transformation.

Against this background, the present study aims to examine the transformation of marketing management practices in the era of Artificial Intelligence. Specifically, it investigates changes in marketing activities, the evolving role of marketing managers, patterns of human-AI collaboration, decision-making processes, and the ethical and organizational challenges associated with AI implementation. By developing a grounded theoretical understanding of these phenomena, this study contributes to the growing body of knowledge on AI-enabled marketing management while offering practical insights for organizations seeking to adopt AI in ways that are effective, responsible, and consistently customer-oriented.

Research Methodology

This study employed a qualitative research approach using a constructivist grounded theory design. This approach was selected because the study sought to understand how Artificial Intelligence transforms marketing management practices through the experiences, interpretations, and actions of marketing professionals. Rather than testing relationships among variables, the study aimed to develop a conceptual understanding of how marketing activities, managerial roles, human-AI collaboration, and organizational challenges evolve as AI becomes integrated into marketing practice.

The unit of analysis comprised marketing management practices within organizations that have adopted AI technologies. These practices included the use of AI for customer analytics, market segmentation, personalized marketing, content creation, digital communication management, customer service, campaign evaluation, and marketing decision-making.

Participants were selected using purposive sampling. To be eligible, participants were required to meet three criteria: (1) serve as marketing managers, business owners, marketing practitioners, or individuals responsible for marketing decisions; (2) be directly involved in the application of AI within marketing activities; and (3) have at least six months of experience using AI for marketing purposes. The study initially targeted approximately 12 to 20 participants from different organizations. This number remained flexible and could be expanded through theoretical sampling if additional data were

required to further develop emerging conceptual categories.

Data were collected through semi-structured, in-depth interviews conducted either face-to-face or online. Each interview lasted approximately 45 to 90 minutes. With participants' informed consent, all interviews were audio-recorded and transcribed verbatim. The interview protocol explored participants' initial experiences with AI adoption, changes in marketing activities, evolving managerial roles, patterns of task allocation between humans and AI, perceived benefits, implementation challenges, ethical concerns, and organizational strategies for managing AI adoption.

Data analysis was conducted iteratively alongside data collection. The first stage involved initial coding to identify significant actions, experiences, and meanings within each interview transcript. This was followed by focused coding, during which the most analytically significant initial codes were synthesized into broader conceptual categories. Relationships among categories were subsequently developed through constant comparative analysis, involving continuous comparisons across data, codes, categories, and participants. Throughout the analytical process, the researcher maintained analytical memos to document theoretical insights, emerging questions, and interpretive decisions that informed the development of the conceptual framework.

Data collection concluded once conceptual saturation was achieved, that is, when additional interviews no longer generated new conceptual categories or substantive insights that extended the understanding of the phenomenon under investigation. The analytical process ultimately resulted in the development of a conceptual model explaining the transformation of marketing management practices in the era of Artificial Intelligence.

To enhance the trustworthiness of the findings, several strategies were employed. First, an audit trail was maintained, including interview transcripts, coding records, analytical memos, and documentation of category development throughout the study. Second, analytical discussions with academic supervisors and research colleagues were conducted to examine the consistency and credibility of the emerging interpretations. Third, limited member checking was undertaken by inviting selected participants to review interview summaries or key interpretations. Finally, the findings were supported by direct participant quotations to demonstrate the connection between the researcher's interpretations and the empirical data.

The study adhered to established principles of research ethics. All participants received detailed information regarding the purpose of the study, the nature of their participation, the intended use of the data, and their right to withdraw from the study at any stage without consequence. Informed consent was obtained before each interview. To protect confidentiality, the identities of both participants and their organizations were anonymized through the use of identification codes or pseudonyms. All interview data were securely stored and used exclusively for research purposes.

Consistent with the principles of constructivist grounded theory, concepts and theoretical explanations were developed inductively from the empirical data while recognizing that interpretation is co-constructed through the interaction between the researcher, participants, and the broader research context (Charmaz, 2014).

Results

This section presents the findings derived from an in-depth analysis of the interview data using a constructivist grounded theory approach. The analytical process was conducted iteratively through initial coding, focused coding, and the development of conceptual categories until recurring patterns emerged that explained how Artificial Intelligence transforms marketing management practices. The presentation of the findings begins with an overview of the principal conceptual categories generated through the analysis, followed by a detailed discussion of each category supported by representative participant quotations as empirical evidence for the researcher's interpretations. This approach enables the findings to be presented systematically while clearly demonstrating the relationship between the empirical data and the conceptual framework developed from the analysis. These findings subsequently provide the foundation for discussing the theoretical and practical implications of the transformation of marketing management practices in the era of Artificial Intelligence.

Overview of the Findings

The analysis of interviews with 15 participants resulted in five conceptual categories that explain the transformation of marketing management practices in the era of Artificial Intelligence. These categories are: (1) AI accelerates and personalizes marketing activities; (2) the role of marketing managers becomes increasingly strategic; (3) human-AI collaboration creates new patterns of work allocation; (4) risk, ethics, and governance become prerequisites for AI adoption; and (5) the extent of AI-driven transformation varies across organizational contexts.

All participants had incorporated AI into their marketing activities, although the forms and levels of adoption differed considerably across organizations. AI was employed to support customer analytics, market segmentation, personalized promotions, advertising optimization, content creation, customer behavior prediction, campaign evaluation, and customer communication management. To preserve confidentiality, participants are identified using codes ranging from I01 to I15.

AI Accelerates and Personalizes Marketing Activities

The first conceptual category demonstrates that AI fundamentally changes both the speed and execution of marketing activities. Participants explained that tasks previously requiring extensive manual effort and considerable time, including market research, content creation, customer segmentation, campaign evaluation, and promotional planning, can now be completed far more efficiently with AI support.

In content production, AI is primarily used to generate initial ideas, draft marketing copy, create visual alternatives, and develop promotional concepts. Participant I01 explained that AI substantially accelerates the production of campaign materials, particularly when organizations need to produce multiple content variations within a limited timeframe.

"The most noticeable change is the speed of content production. What used to take several days can now be completed within a matter of hours." (I01)

This acceleration is particularly evident in marketing activities that are highly responsive to emerging trends. Participant I03 explained that AI enables organizations to monitor market trends and respond to shifts in consumer attention much more rapidly.

"We can respond to viral trends much faster than before. What previously took about a week can now be accomplished in a single day." (I03)

Beyond improving operational efficiency, AI also changes how organizations understand their customers. Participants reported using AI to analyze transaction histories, customer behavior, promotional responses, and customers' purchasing needs at specific times. These insights were subsequently used to design more relevant and personalized promotional strategies.

"We can identify customers who regularly purchase baby products each month and automatically send promotions shortly before their usual shopping period." (I13)

AI also accelerates campaign evaluation and market insight generation. Participant I06 explained that preliminary information regarding market trends and customer responses can now be obtained much faster than through conventional market research approaches.

"Market research has become significantly faster. Instead of spending months conducting surveys, we can obtain initial insights within a few weeks." (I06)

Overall, these findings indicate that AI is driving a shift from marketing practices characterized by manual processes and mass campaigns toward more responsive, data-driven, and personalized marketing approaches. Nevertheless, AI-generated outputs continue to be reviewed, refined, and validated by human decision-makers before implementation.

The Role of Marketing Managers Becomes Increasingly Strategic

The second conceptual category reveals that AI is reshaping the role of marketing managers. Before the widespread adoption of AI, managerial responsibilities were largely centered on operational tasks, including data processing, campaign monitoring, and the production of marketing materials. As AI systems increasingly automate routine activities, marketing managers devote more attention to strategic planning, data interpretation, evaluation of AI-generated outputs, and ensuring that marketing decisions remain aligned with organizational objectives.

Participant I01 described this shift as a transition from technical execution to supervision and quality assurance of AI-generated outputs.

"The role of the marketing manager has shifted from being an executor to focusing more on supervising and ensuring the quality of AI-generated outputs. As a result, much more time is devoted to strategy than to routine technical work." (I01)

The growing adoption of AI has also increased the importance of data literacy. Participant I02 emphasized that marketing managers must understand fundamental statistical concepts and predictive models in order to communicate effectively with data science and technology teams.

"The marketing manager's role has become much more analytical. We need to understand basic statistics and predictive models to collaborate effectively with the data science team." (I02)

In organizations that employ experimentation-based marketing, managerial responsibilities have increasingly shifted toward designing experiments and interpreting analytical evidence. Participant I11 highlighted that marketing decisions are now validated through continuous testing and empirical data.

"As a Growth Marketing Lead, my role has become much more strategic in designing experiments and interpreting data rather than managing campaigns manually." (I11)

This transformation also requires managers to develop new competencies in directing AI systems and evaluating the quality of their outputs. Participant I15 explained that prompt engineering, assessing AI-generated creative content, and translating unique customer needs into clear creative briefs have become increasingly important managerial skills.

"The most important skills today are writing effective prompts, evaluating the creative quality of AI-generated outputs, and translating each client's unique needs into clear and actionable briefs." (I15)

These findings suggest that AI does not diminish the importance of marketing managers. Instead, it increases the demand for strategic thinking, data literacy, critical evaluation, and cross-functional coordination, reinforcing the managerial role as a source of strategic judgment rather than routine execution.

Human-AI Collaboration Creates New Patterns of Work Allocation

The third conceptual category reveals that humans and AI perform distinct yet complementary roles within marketing practice. AI is primarily utilized for repetitive, data-intensive tasks that require rapid processing. These activities include customer segmentation, predictive analytics, budget optimization, customer behavior analysis, lead qualification, and the generation of initial content drafts.

In contrast, humans continue to perform functions that require strategic judgment, final decision-making, contextual understanding, creativity, interpersonal relationships, and the management of sensitive issues. Participant I08 explained that AI is employed to prioritize potential customers, whereas negotiation and sales closing remain entirely dependent on human interaction.

"AI handles lead screening and prioritization, whereas negotiation and closing sales are carried out entirely by human sales representatives." (I08)

A similar division of responsibilities was evident in marketing activities that require a deep understanding of customer value and experience. Participant I05 explained that AI supports price forecasting and demand analytics, whereas brand storytelling and relationships with media partners remain the responsibility of human professionals.

"AI handles price forecasting and demand analytics, whereas destination storytelling and relationships with media partners remain entirely the responsibility of humans." (I05)

When AI-generated recommendations conflicted with the judgment of marketing teams, participants did not automatically accept or reject the system's outputs. Instead, several participants reported conducting limited experiments, comparing AI recommendations with historical data, or discussing the results collaboratively before making decisions. Participant I07 described how discrepancies between AI recommendations and managerial intuition were evaluated through small-scale experiments before broader implementation.

"When AI-generated recommendations differ from our team's intuition, we usually conduct a small A/B test to validate the results before making large-scale decisions." (I07)

These findings indicate that marketing transformation is not characterized by the replacement of humans with AI. Rather, it involves the emergence of a new division of labor in which AI enhances operational speed and scalability, while humans remain responsible for strategic direction, contextual interpretation, relationship management, and final decision-making.

Risk, Ethics, and Governance Become Prerequisites for AI Adoption

The fourth conceptual category demonstrates that AI adoption is consistently accompanied by concerns regarding risk and ethics. Participants highlighted issues related to data privacy, algorithmic bias, decision transparency, output accuracy, content originality, and the possibility that customers may perceive personalized marketing practices as excessively intrusive.

In decisions involving customer profiling, Participant I02 emphasized the potential for algorithmic bias to disadvantage particular groups. Such risks were regarded as significant because AI influences not only marketing effectiveness but also perceptions of fairness and customer trust.

"Our primary concern is bias in credit scoring, which could lead to the exclusion of certain groups, as well as issues surrounding the privacy of customers' financial data." (I02)

Concerns about privacy also emerged in relation to personalized promotions. Participant I13 explained that personalization must be carefully managed to prevent customers from feeling that they are being excessively monitored.

"We are concerned about the privacy of customers' shopping data and the possibility that customers may feel overly monitored if personalization becomes too intrusive." (I13)

Within content marketing, participants identified originality and copyright as major concerns. Participant I15 explained that AI-generated content requires careful review because organizations must protect brand identity while safeguarding clients' interests.

"We are particularly concerned about copyright and the originality of AI-generated content, especially for clients who place a strong emphasis on maintaining their brand's visual identity." (I15)

To mitigate these risks, participants reported implementing various governance mechanisms, including model audits, human verification procedures, privacy policies, restricted data access, limited pilot testing, and internal guidelines governing AI use. Participant I15 explained that every AI-generated output undergoes mandatory human review and refinement before being delivered to clients.

"We address these issues through internal policies requiring every piece of AI-generated content to undergo human review and refinement before it is delivered to clients." (I15)

These findings suggest that AI adoption in marketing cannot be separated from effective governance. The benefits of efficiency and personalization can be sustained only when organizations simultaneously uphold accuracy, transparency, privacy, fairness, and customer trust.

The Extent of AI-Driven Transformation Varies Across Organizational Contexts

The fifth conceptual category indicates that the transformation of marketing management practices does not occur uniformly across organizations. The extent of AI adoption is influenced by market characteristics, the nature of customer relationships, regulatory requirements, data availability, and the types of marketing decisions faced by individual organizations.

In organizations that rely heavily on large-scale customer data, AI is used more extensively for personalization, predictive analytics, and campaign optimization. Conversely, in contexts where trust, negotiation, or long-term relationships are central to business success, humans continue to play the dominant role in decision-making and

customer interaction.

Participant I12 explained that AI adoption progresses more gradually in business-to-business (B2B) marketing because personal trust remains fundamental to organizational decision-making.

"In our B2B industry, AI adoption has progressed more slowly because personal trust remains the primary factor in business decision-making." (I12)

In contexts involving significant legal or ethical implications, participants consistently emphasized that final decisions remain under human control. Participant I10 explained that AI-generated recommendations cannot replace human judgment when marketing decisions involve customers in sensitive situations.

"We rely on human judgment when decisions involve customers with sensitive health conditions because these situations require empathy and careful consideration." (I10)

Participants further noted that in creative marketing activities, AI serves primarily as a source of ideas and a means of accelerating content production, whereas humans remain responsible for preserving brand uniqueness, cultural appropriateness, and message authenticity. Likewise, in customer-facing marketing activities, AI adoption is constrained by the need to maintain customers' sense of security, trust, and the overall quality of the customer experience.

Overall, these findings demonstrate that AI is not implemented according to a single universal model. Instead, organizations determine the appropriate level of delegation to AI based on decision risk, the nature of customer relationships, creative requirements, data quality, and the level of trust demanded within their specific organizational contexts.

Discussion

AI as a Driver of Acceleration and Personalization in Marketing Management Practices

The findings indicate that AI transforms marketing management practices through two primary mechanisms: accelerating marketing activities and enabling more personalized customer interactions. Participants consistently reported that AI significantly improves the speed of content production, market research, trend monitoring, campaign evaluation, and promotional planning. As a result, marketing processes are no longer constrained by lengthy planning and evaluation cycles. Organizations are able to generate market insights more rapidly, develop multiple promotional alternatives efficiently, and adapt their marketing responses within considerably shorter timeframes.

These findings demonstrate that AI enhances organizational capabilities to implement marketing strategies that are more responsive to changes in customer behavior. Participants described using AI to identify purchasing patterns, predict customer churn, detect emerging market trends, and tailor marketing offers according to individual customer characteristics. Such practices illustrate a transition from traditional mass marketing toward increasingly data-driven and customer-centric marketing approaches. This transformation is consistent with the argument that AI strengthens data collection, customer understanding, market segmentation, and the personalization of marketing strategies (Huang & Rust, 2021).

However, the findings also reveal that the speed provided by AI does not imply that marketing processes can be delegated entirely to technology. Participants consistently

emphasized that AI-generated content continues to require human editing, evaluation, visual quality assessment, and adaptation to brand identity and customer context. Accordingly, AI functions primarily as a mechanism for accelerating work processes and generating alternative solutions, whereas human professionals remain responsible for ensuring the strategic relevance and market appropriateness of AI-generated outputs. These findings further suggest that the value of AI in marketing extends beyond its computational capabilities. Its effectiveness ultimately depends on marketing managers' ability to integrate AI-generated analytical insights with their understanding of customers, brand positioning, and market dynamics. In other words, AI expands the range of possible strategic actions, while human managers determine which of those alternatives are appropriate within a specific organizational context (Ma & Sun, 2020). From a practical perspective, these findings imply that organizations should view AI as more than a tool for improving operational efficiency. Instead, AI should be integrated into marketing workflows that support rapid experimentation, continuous evaluation, and carefully managed personalization. Human involvement should remain central during the stages of reviewing, refining, and approving AI-generated outputs to ensure that increased operational speed does not compromise message quality, brand identity, or customer trust.

Conclusion

This study demonstrates that the transformation of marketing management practices in the era of Artificial Intelligence represents an organizational process that extends well beyond the adoption of new technologies. Using a constructivist grounded theory approach, the study identified five conceptual categories that explain this transformation: AI-driven acceleration and personalization of marketing activities, the evolution of marketing managers toward more strategic roles, the emergence of new patterns of human-AI collaboration, the importance of governance and ethical considerations in AI implementation, and variations in the extent of AI-driven transformation across different organizational contexts. Collectively, these findings indicate that AI does not replace human expertise in marketing; rather, it enhances organizational decision-making through a complementary division of labor between AI's computational capabilities and human strategic judgment.

The primary theoretical contribution of this study lies in the development of a conceptual model explaining that the transformation of marketing management practices emerges from the dynamic interaction among AI capabilities, human managerial competence, and organizational context. This model extends the existing literature on AI-enabled marketing, which has predominantly emphasized technological capabilities or implementation outcomes, by demonstrating that successful transformation depends on achieving an appropriate balance among automation, human capability augmentation, and governance mechanisms that ensure transparency, fairness, and customer trust. Consequently, the study offers a broader theoretical perspective by arguing that the strategic value of AI derives not only from its ability to process data and generate recommendations but also from how organizations integrate AI into decision-making processes while maintaining human judgment as the central source of strategic control. From a managerial perspective, the findings suggest that organizations should regard AI

as a strategic partner in marketing management rather than merely as a tool for improving operational efficiency. Developing AI literacy, strengthening data analytical capabilities, enhancing managers' ability to critically evaluate AI-generated outputs, and establishing governance policies addressing data privacy, algorithmic bias mitigation, and human oversight are essential prerequisites for responsible and sustainable AI implementation. Nevertheless, this study has several limitations. Because it focuses exclusively on digital businesses operating in Indonesia, the conceptual model has not yet been examined across different industries or cultural settings. Future research should therefore validate the proposed conceptual model using quantitative approaches, compare AI implementation across diverse industrial sectors, and conduct cross-national studies to investigate how organizational characteristics, regulatory environments, and cultural contexts influence the dynamics of human-AI collaboration in marketing management.

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