



On the Impact of Artificial Intelligence on Marketing Professionals and the Future of Marketing Positions

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Abstract (EN)

AI is becoming a more potent tool for marketing because of its prowess in executing important tasks such as content generation and customer interaction. This research is aimed at gathering insights on the impact of AI on current marketing professionals and estimating the future of the marketing working environment. To do that, a mixed-methods research approach

is implemented. A qualitative study was conducted by collecting data through semi-structured interviews with marketing professionals. Next, a quantitative study through the means of an online survey was carried out with 114 participants. The results show that marketing professionals are enjoying AI, and they believe AI has become a must. The concern of losing jobs to AI in the future is affected by several factors, such as the level of experience, whether they are currently working in marketing positions or aiming to pursue a career in marketing, and their feelings about the need for additional education to either work with or compete with AI. Age, gender, and income don't have a significant effect on this concern. Marketing analytics and research are the fields that are more vulnerable to AI takeover. Our study contributes to the academic field as it is one of the first studies researching the effects of artificial intelligence on marketing jobs. Regarding practical contributions, our study can initiate a debate among marketing professionals and government entities to decide about AI and the working class's future.

Keywords: Artificial Intelligence, Marketing, Employee, Job displacement, AI's takeover of jobs, Concerns of Professionals about AI

Abstract (PT)

A IA está a tornar-se uma potente ferramenta para o marketing devido à sua proeza na execução de tarefas como a geração de conteúdos e a interação com os clientes. Esta investigação tem como objetivo recolher informações sobre o impacto da IA no actual e futuro contexto de trabalho no marketing. Para isso, recorreremos a uma metodologia mista. Foi realizado um estudo qualitativo através de entrevistas semi-estruturadas com profissionais de marketing. Posteriormente, realizámos um estudo quantitativo através de um inquérito com 114 participantes. Os resultados mostram que os profissionais de marketing estão a gostar da IA e acreditam que a IA se tornou uma necessidade. A preocupação de perder empregos para a IA no futuro é afetada por vários factores, tais como o nível de experiência, o facto de estarem atualmente a trabalhar em cargos de marketing ou de pretendem seguir uma carreira em marketing, e os seus sentimentos sobre a necessidade de formação adicional para trabalhar ou competir com a IA. A idade, o género e o rendimento não têm efeitos significativos nesta preocupação. A análise e a investigação de marketing são os domínios mais vulneráveis à aquisição da IA. O nosso estudo contribui para o campo académico, uma vez que é um dos primeiros estudos a investigar os efeitos da IA nos

empregos na área de marketing. Relativamente a contributos práticos, o nosso estudo permite iniciar um debate entre profissionais de marketing e entidades governamentais para decidir sobre a IA e o futuro desta classe trabalhadora.

Palavras-chave: Inteligência Artificial, Marketing, Trabalhadores, Desemprego, substituição de empregos pela IA, Preocupações dos Profissionais com a IA

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1. Introduction

Artificial Intelligence (AI) is one of the most undeniable and transformative forces that has changed the business world recently, and it shaped the way businesses operate and redefined

the roles of professionals (Kılınç, Ünal, 2019). In the marketing field, AI has appeared as a formidable ally that has been leaving a positive mark on the landscape with its effects such as increasing efficiency (Arman, Lamiyar, 2023) and enhancing employee performance (Joshi, Mashi, 2023). AI's effects have enabled firms to reallocate resources spent on marketing purposes as it allows entities to measure KPIs better (Gołąb-Andrzejak, 2023). This research aims to comprehensively explore the disruptive effects of AI in the field of marketing and try to find out if the future of marketing professionals is at risk, digging deep into the multifaceted world of AI in marketing.

The integration of AI into the marketing field is not just about content creation; instead, it is more of a sweeping paradigm shift that touches upon various fields of marketing. AI technologies, including natural language processing, data analytics, and machine learning, have directly gotten into marketing, affecting different marketing specializations such as content marketing, social media marketing, and Customer relationship management (CRM), but in general, they have made a shift in all aspects of marketing (Devang, Chintan, Gunjan, Krupa, 2019). Each of these domains has witnessed a significant change, as AI-driven tools empowered firms and marketers to enhance their capabilities, improve personalization and customization (Blümel, Zaki, Bohné, 2023), and find predictive insights from the data collected from different sources (Božić, 2023). These solutions have opened new gates to new tools from recommendation systems whose main focus is to find out the preferences of the consumers (Zhang , Lu, Jin, 2021), to chatbots that offer instant and 7/24 available support improving the customer journey (Devang, Chintan, Gunjan, Krupa, 2019).

Although there have been different studies on the benefits of using AI for marketing purposes (Devang, Chintan, Gunjan, Krupa, 2019)(Campbell, Sands, Ferraro, Tsao, Mavrommatis, 2019), there are still concerns about the effects caused by AI usage because of cases such as Facebook's AI's creation its language (Wilkins 2018) and Amazon's AI's gender discrimination incident (Black, van Esch, 2020) which creates a belief that we are still in the earlier stages of understanding and researching the impact of AI (van Esch, Black, 2021).

1.1. AI in Marketing Specializations

The influence of AI is too deep to be confined to broad marketing categories. Instead, AI is deeply connected to different marketing fields, undeniably revolutionizing them (Zhang, Lu Jin, 2021).

1.1.1. Digital Marketing

AI is considered to be a key way to digital marketing since it enhances how businesses engage with their targeted segments online and helps them build better products (Priyanga, 2023). AI-driven technologies, such as predictive analytics and recommendation engines, enable digital marketers to analyze huge amounts of data and tailor campaigns to be more personalized to customers (Gandomi, Chen, Abualigah, 2023). These developments allow firms to have more customized approaches to customers which results in higher user engagement and conversion rates, and increased customer retention rates, setting the stage for a more efficient and effective digital marketing experience (Priyanga, 2023).

1.1.2 Content Marketing

Content Marketing is facing an unfathomable transformation with the emergence of generative AI. With this technology, the ability of automatically generating written materials, videos, and graphics, has become possible (Kshetri, Dwivedi, Davenport, Panteli, 2023). Leading AI models like ChatGPT and Bard have demonstrated exceptional capabilities, producing content that rivals that of human authors (Kim, Shin, Bae, Oh, Park, del Pobil, 2020). This automation is making content creation more successful which means that firms who use AI for their content creation have a competitive advantage (Alqurashi, Alkhaffaf, Daoud, Al-Gasawneh, Alghizzawi, 2023).

1.1.3. Social Media Marketing

AI's impact on social media is divided into many branches such as visuals, assistance work, and decision-making and analytics (Alawneh, Al-Momani, Salman, Al-Ahmad, Kaddumi, Al-Dlalah, 2023). AI tools can sift through huge amounts of data in a way that valuable insights about consumer behavior and preferences can be extracted, which enables businesses to shape and target their social media campaigns accurately (Gandomi, Chen, Abualigah, 2023). Especially in influencer marketing, AI has streamlined the identification of suitable influencers based on their demographics, engagement levels, and the way they reach their followers (Insider Intelligence, 2023). Also, AI-based virtual influencers have become a hot

topic for influencer marketing since they are perceived as more authentic and their non-human existence gives them an advantage (Allal-Chérif, Puertas, Carracedo, 2023)

1.1.4. Customer Relationship Management (CRM)

CRM, a main element of the marketing environment, has experienced an essential reform because of AI technologies. Predictive analytics, recommendation systems, and chatbots powered by AI have become central elements for enhancing customer relationships and making CRM processes more efficient in general. Predictive analytics brings an ability to forecast customer behavior, allowing businesses to address customer needs and predict market trends (Gandomi, Chen, Abualigah, 2023)(Ledro, Nosella, Vinelli, 2022). Recommendation systems shorten the time needed to solve an issue of the customer by understanding the customer's past movements and giving recommendations more accurately than traditional filtering systems (Alphy, Prabakaran, 2015). Chatbots handle routine customer inquiries, freeing human agents to give more attention to the more complex, value-added tasks. This separation of responsibilities improves efficiency and reduces operational costs, as fewer human agents are needed and the speed of answering inquiries is increased, contributing to a more effective CRM model (Martech,2023)(Zumstein, Hundertmark, 2017).

The range of AI applications within marketing underlines its broad and potent impact and the need for current and future marketing professionals to adapt to new technologies and approaches.

1.2. The Changing Landscape of Marketing Jobs

As AI has been reshaping marketing practices over the last years, it is inevitable that this change influences the roles and responsibilities of professionals. The Future of Jobs Report from the World Economic Forum 2023 highlights the potential transformation of a quarter of jobs in the next five years, underlining the dynamic structure of the employment market (WEF, 2023). As the adoption of AI and tools that are driven by it rises throughout the years, organizations are noticing the leverages of AI for automation in different areas such as addressing skills shortages and driving sustainability (IBM,2022).

Generative AI has attracted more and more companies' attention for its potential for creating content such as video, graphics, and text, and researches show that the more AI is integrated into marketing operations, the better the marketing performance of a firm (Chen, Zhou,

Frankwick, 2023). These effects have created a possibility to reshape job requirements in creativity-required marketing positions (McKinsey, 2021) (Ameen, Sharma, Tarba, Rao, Chopra, 2022). With generative AI's high-quality content creation capability, the marketing industry has started to consider it a practical tool, which is making marketers rethink their strategies and processes for the responsibilities they have (Herhausen, Bernritter, Ngai, Kumar, Delen, 2023).

These changes, created by the impact of AI on the marketing working environment, cause concerns about job losses (Iskef, 2022)(Huang, Rust, 2018), as firms start firing people because of AI (Challenger, Gray & Christmas, 2023). However, there is another perspective on AI's impact. Researchers with this perspective claim that AI impact will eliminate some of the jobs with high levels of routine tasks, but in the future jobs will not be completely eradicated by AI (Tiwari, 2023), and using AI as an augment rather than the main decision maker will give better results (Davenport, Guha, Grewal, 2020).

1.3. Purpose of the Research

This research aims to understand what are the concerns of current and future marketing professionals regarding the future labor market for marketing jobs, and what is the current situation of AI usage for marketing purposes. Previous studies on the impact of AI on marketing are focused on its impact on firms' business models and there are no studies on the impact of AI on marketing professionals other than concerns about the potential of job losses and AI's ethical usage. Therefore, we aim to assess the concerns and opinions of current and future marketing professionals about the future of their jobs and the impact of AI on current marketing professionals.

1.4. Research Questions

1. What elements are driving the concerns about job losses in Marketing because of AI?

Hypotheses:

- a. The participant's segment has significant effects on the concern level of people about losing their jobs because of AI.
- b. Age, gender, and income level have significant effects on the concern level of people about losing their jobs because of AI.

- c. The experience level of participants who are marketing professionals has a significant effect on the level of concern about losing participants' jobs because of AI.
- d. The concern of losing their job is significantly affected by the feeling of a need for additional education/training to work or compete with AI.

2. What is the current situation of AI usage for marketing purposes?

Hypotheses:

- a. AI usage is beneficial for professionals.
- b. AI has become a necessary tool to achieve success in marketing operations according to marketing professionals.

3. Which marketing fields are considered vulnerable to a takeover by AI in the future?

Hypotheses:

- a. CRM and Content Marketing are the two fields that are considered to be the most vulnerable to AI.
- b. There is no significant difference between current professionals and students in pursuit of a marketing career in terms of their consideration for the vulnerability of fields against AI.

2. Literature Review

The integration of AI in the marketing environment has been driven by several factors. The developments of AI-driven tools bring benefits for firms such as improved personalization of customer experience (Kumar, Rajan, Venkatesan, Lecinski, 2019), cost-effectiveness (Wirtz, Hofmeister, Chew, 2023), and improved data analysis (Gandomi, Chen, Abualigah, 2023). These have been confirmed by a multitude of reports and statistics.

The usage of AI in marketing has become a hot topic over the years, as 96% of executives state that AI is a hot topic in meetings (Capgemini,2023). Also, 26% of companies currently employ AI in their marketing strategy, while marketing professionals are in the top 10 in the usage of AI with 23% of them using it (IBM,2022). This trend is also found in the projected growth of the AI market, which is predicted to be worth 407 Billion USD by 2027, which is now 86,9 Billion USD, with a CAGR rate of 36,2% (Markets and Markets, 2023).

AI's influence on different marketing specializations is extending, transforming how marketing professionals operate in different fields from the basics. To better understand the effects of AI on marketing employees and the future of marketing positions, it is essential to examine the impact on different marketing specializations.

2.1. AI in Digital Marketing

Digital Marketing has faced a profound change with the emergence of AI-driven tools. These tools such as recommendation machines and tools that are used for predictive analytics, become handy in cases of understanding customer behavior and shaping marketing campaigns to individual preferences (Sahai, Goel, 2021). Recommendation machines analyze user behavior and preferences to adjust the suggested products and/or content, enhancing user engagement and conversion rates (Jannach, Jugovac, 2019).

This personalization of content recommendations has become one of the main elements of modern digital marketing, which was achieved through the implementation of AI after firms saw successes of firms like Netflix which achieved single digit churn rate with their personalized recommendation system which makes customer lifetime value (CLV) to increase (Gomez-Uribe, Hunt, 2015).

2.2. AI in Content Marketing and Creativity

The world of content marketing has been fundamentally impacted by developments in AI. Content creation and optimization are key to being successful in digital marketing and being ahead of the competition, and AI-driven tools disrupted the way content marketing worked in the past. Generative AI automates the creation of content such as texts, graphics, and videos (Kshetri, Dwivedi, Davenport, Panteli, 2023), and the updating of the content already created. The main firms in the generative AI models, such as ChatGPT and Bard, have shown their ability to produce human-like text, making it more and more unrecognizable human-like content (Kim, Shin, Bae, Oh, Park, del Pobil, 2020). Because of that success, the amount of time and effort required for creating content is greatly reduced, which opens new possibilities for marketers.

In addition to automated content creation, generative AI offers content personalization in a streamlined way. It can create customized content for each individual user based on their preferences, behaviors, and past interactions with a brand (Khan, 2023). This improvement impacts customer satisfaction positively (Du, X., Jiao, R., Tseng, M., 2006) which affects

customer engagement and conversion rate, allowing marketers to understand and answer the diverse needs of their audience in a way that was unachievable in the past. Furthermore, AI has become an important factor in search engine optimization (SEO). SEO is an essential aspect of digital marketing as it makes brands appear to their target audience who are looking for products that the firms can offer, which increases awareness and sales (Yalçın, Köse, 2010). AI algorithms can find search trends, user behaviors, and content to optimize website content and increase visibility and the rank of the brand in search engines (Rathore, 2023).

However, search engines like Google are trying to find a way to prevent the low level of AI-created content from appearing in the high ranks in inquiries (Google, 2023). They are trying to detect AI-based content by using machine learning algorithms to look at signals such as text structure, grammar, and syntax in the text (Baek, 2023).

2.3. AI in Customer Relationship Management (CRM)

AI has reshaped customer relationship management by empowering businesses with technologies that are helpful to understand and serve customers better. With the emergence of digital media, the amount of data available about the customers' behaviors and preferences is almost endless. This makes CRM processes much easier as there are AI tools like HubSpot and Pipedrive, that completely handle the data available and create meaningful and effective strategies (Roba, Maric, 2023).

One of the notable advancements in CRM is the emergence of chatbots and virtual assistants. These AI-based tools are great instruments for providing real-time and 7/24 customer support, answering simple queries, and assisting with transactions. Since they don't need sleep or take breaks, these tools provide immediate responses to customer inquiries which make customers more satisfied and loyal (Jenneboer, Herrando, Constantinides, 2022).

On the other hand, chatbots' success in their competition with other chatbots depends on their likelihood of being human (Jenneboer, Herrando, Constantinides, 2022). Also, the chatbots' ability to be socially oriented and their warmth perception are key elements that increase customer satisfaction which means that customers are still looking for a human touch for their conversations with the firms.

These tools are becoming more and more handy as the employment data on customer service jobs count is facing stagnation over the years in the US with the number of people working for customer service positions increasing by only approximately 20% (datausa.io,2021) in

comparison to the GDP growth rate's 32% (Statista, B, 2023) between 2014-2021. According to DataUSA.io the job growth rate for customer service representatives for the next 10 years is -1,95%, and the US GDP will grow appr. 55% in comparison to 2021 (Statista, A, 2023). This shows that AI-based tools like Chatbots will be covering the number of inquiries made by customers instead of professionals.

Also, according to WEF's 2023 report, AI's ability to provide personalized customer experience enhances customer journey which increases satisfaction (Verma, Kumari 2023). For this to happen, generative AI tools and AI-driven CRM software work together and produce meaningful and customized content which creates a new concept which is Generative CRM. According to Vala Afshar, who is the Chief Digital Evangelist of Salesforce, "Generative CRM is the e-bike version of CRM. You could ride traditionally, but why would you ever want to go back to a traditional bike?" (Salesforce, 2023). The ability to collect and organize information and create meaningful messages of Generative CRM systems is undeniable as they require much less time and resources which creates more time for marketing agents.

2.4. The Current Work Environment in Marketing and Opinions about the Future

AI's integration into the marketing world caused lots of different situations that raised different approaches to the effect of AI. Some studies state that AI is taking over the jobs of humans and in the future, jobs will be completely taken over by AI. Other studies state that AI is opening job opportunities more than it closes. Also, the second approach supports the idea that AI is an augmentation that helps employees to work more efficiently and faster.

According to the first group, jobs are in danger of extinction, backed by several studies. One of the first research that focused on this danger was published in 2013, and according to the study, 47% of jobs in the US were at risk of computerization (Frey, Osborne, 2013), and another study on 33 OECD countries, in which a correlation between AI and unemployment was studied, a positive correlation between unemployment and AI was found (Bordot, 2022). Another research conducted in 2019 stated that 1.7 million jobs were eliminated by automated AI-driven solutions (TeamStage,2019). In the same research, statistics showed that up to 20 million positions could be closed due to the use of automated systems. In another report that was published in June 2023, AI caused approximately 3900 jobs lost, and AI was mentioned as a cause for job loss for the first time in 30 years (Challenger, Gray& Christmas, 2023),

while Dropbox announced that 16% of their layoffs in April 2023 were due to AI (Coffee, 2023).

AI's emergence has raised some concerns in the marketing professionals' minds. According to CNBC's online survey in 2019, 45% of the professionals working in advertising and marketing fields were worried about AI's takeover. Also, the younger the participants, the more concerned they were about the takeover of AI (CNBC, 2019). This is because of the data analyzing and creating content ability of the AI. According to another survey conducted in 2023, 48% of marketers expect a shrink in their team size due to AI (Coffee, 2023). However, the research on the possibility of job losses in the marketing field is in its earlier stages and without measured results or estimations on how many jobs will be replaced because of AI and what the driving factors for this impact are.

On the other hand, according to the second group, the usage of AI can cause some jobs to be lost, but AI will eventually increase the number of jobs as it opens up doors for new opportunities, as it is useful for enhancing and building more efficient educational programs for trainees which lowers the barriers to being a professional in a certain field, and more satisfied with their education (Rodway, Schepman, 2023). Moreover, with the implementation of AI into the firms' job titles are changing in a way that the requirement for the skills for AI usage is increasing (Acemoglu, Autor, Hazell, Restrepo, 2022). Also, the usage of AI saves time and resources which makes firms enhance their business models and growth and opens the way for more positions (IBM, 2022). Furthermore, the usage of AI can make trainee programs more efficient which would lower the acquisition cost of employees and open more positions (Kumar, 2023).

The marketing side of the business world is using AI in a wide range of functions, from CRM to content creation. This usage works well according to the statistics. According to a survey, 63% of participants state that AI is helping them create new kinds of content for marketing purposes. In the same survey, it is stated that the usage of AI cuts costs by around 13% because of decreased expenditure on 3rd party service providers such as ad agencies (Coffee, 2023). Also, according to an OECD report which was published in 2021, there is an expectation for an increase in jobs in marketing and sales because of the impact of AI (Lane, Martin, 2021).

However, even if there is a possibility that AI can take over all the jobs, marketers like to use AI. According to a survey, 58% of marketing employees who are working for firms that use

Generative AI state that AI increases performance, 50% of them state that it causes an increase in creative variety, and another 50% state that AI increases cost efficiency (Insider Intelligence, 2023). According to another survey, 68% of marketers are already using AI in their workflow, and further adoption of AI will increase productivity (Kelly, 2023).

The opinions on the future of work in Marketing are the same as the ones that are discussed for the current state of the working environment of marketing.

According to the first group, AI will take over all jobs eventually. According to top business people like Elon Musk, who once was the chairman of OpenAI which has the rights of ChatGPT, the most enhanced AI software, AI's takeover will cause lots of people to lose their jobs (CNBC, 2023). Also, he and some other business people (around 31 thousand participants) published an open letter to announce a desire to stop the AI race for a while to establish a basis of rules and obligations to society. Average citizens have the same concerns, as research indicates that according to a survey that was conducted in 31 countries with over 22 thousand people, 36% of participants believe that AI will replace them in their positions in the next 5 years (Ipsos, A, 2023). This percentage goes up to 65% on average for the next 4-5 decades, and it goes up to 91 in some countries like Greece (Strokes, Wike, 2018).

This process of replacement can be seen for marketing positions such as customer service representatives where it is estimated that almost 2 percent of positions will be lost in the next 10 years (Datausa.io, 2021) while economic growth will be almost 50 percent (Statista, A, 2023). Because of the abilities of AI-driven tools, marketing professionals are concerned about the possibility of job losses. According to a survey made in 2023, 48% percent of marketing professionals are expecting a shrink in their team size, while another 48% are expecting a decrease in their budget (Coffee, 2023). These changes are expected to make a change in the number of jobs in ad agencies. According to a research report, it is estimated that a decrease of 7,5% will happen to the number of jobs in ad agencies due to AI (Forrester, 2023). These concerns prevent the integration of AI into business models to reach its potential (Zirar, Ali, Islam, 2023)

The current regulations on AI usage and employment in the business environment cause some uncertainties that prevent organizations from fully adopting AI systems, keeping more human workers in their system than they think they need (Booyse, Scheepers, 2023)(Bedué, Fritzsche,2021). According to a survey, uncertainties in legal and regulatory manners cause job losses to be “modest” (Forrester, 2023). However, some researchers call for regulations

that will allow an intervention to protect the worker class and their revenue as a diminishing fraction of national income is expected (Korinek, Stiglitz, 2018). In the future, with these uncertainties resolved, job losses can increase or decrease.

According to people who take the 2nd approach, AI will take over only some types of positions such as truck driving, customer service representative, paralegal, and research analyst (Urwin, 2023), but create new positions that have higher salaries such as bank telling (Bessen, 2023). Another opinion on which positions are in danger is according to the industry the employee is in (Lane, Martin, 2021). For the replacement of AI, there can be different effects such as displacement effect, and productivity effect (ADB, 2018). The displacement factor is about how much of the job is about routine daily work as computers and AI systems are good at doing it. This effect is considered to be in positive correlation with the unemployment rate in the past, but a recent study claims that AI's effect has a negative correlation with the unemployment rate which means that the more AI integrated into the business world the less unemployment we will face (Guliyev, 2023) as usage of AI will increase the employee satisfaction and effectiveness which will bring better results and growth which opens a way for increase in jobs. The productivity effect is about how efficient AI systems are compared to humans. The majority of researchers believe that the 2nd approach will be the future and based on the level of skills required for their positions and their income level, people's concerns are different. The more creative skills required for the job, the less likely AI will be to take over (Forrester, 2023). Also, the effects such as displacement and productivity (ADB, 2018) are crucial indicators of which job can face the takeover of AI as research shows that jobs such as bookkeeping, proofreaders, and technical writers are more likely to suffer from AI's integration into the business world than jobs like statisticians and writers (Forrester, 2023). On the other hand, the more income professionals have, the less they are concerned about AI (CNBC, 2019). Also, AI's effect on unemployment is non-linear and is conditioned by inflation which means that until a certain level of the inflation rate, AI magnifies unemployment, and then the effect reduces (Nguyen, Vo, 2022)

The people who believe that AI will create jobs as much as or more than it will replace state that AI is one of the key elements of the 4th industrial revolution. So, people will need to adjust themselves according to the new needs of the business world and researchers call for educational reforms to adapt to the effect of AI for the re-education of experienced workers (George, George, Martin, 2023) and changing the syllabus of education of young people to a program that is in line with the enhancements of AI (İşcan, 2021). There are no academic

sources on an estimation for how many marketing positions will be opened in the future, but according to the World Economic Forum's The Future of Jobs 2020 report, AI will create up to 97 million jobs, while replacing redundant jobs and creating new professions (WEF, 2020). Employers are also adjusting their expectations from workers as according to a survey, 85% of companies that participated want to adapt themselves according to new technologies and broaden digital access. Also, 44% believe that workers' abilities will be disrupted in the next 5 years (WEF, 2023), 60% of workers in all companies require training, and in those training adoption of AI and automation will be prioritized by 42% of the companies (WEF, 2023).

These changes in the working environment are expected to make a shift in the employment market in the future. According to research, a total of 12 million occupational shifts will happen by 2030 in the job market, which is expected to be from low-skilled jobs to higher-skill jobs in the US (McKinsey, 2023).

2.5. Trust in AI

AI was once considered a game equalizer (Noy, Zhang, 2023) as it doesn't have any emotions or biases like humans. However, with cases like Microsoft's (Kraft, 2016), and Lee Luda's (McCurry, 2021), the trust against AI-driven tools is shifted. Right now, both organizations (Capgemini 2023), and average citizens (Bilos, Budimir, 2023) do not trust outputs created by only AI. According to a survey, some of the reasons behind the thoughts of organizations are a lack of clarity on underlying data used to train generative AI programs (51%) which can cause inheritance risk that can cause biased results, lack of confidence that generative AI programs are fair to all populations groups (45%) which will create a negative perception by customers, and correctness risk, as generative AI can "hallucinate" and create information without any real reference which is completely fictionalized by AI (Alkaissi, McFarlane, 2023) (Emsley, 2023). Another survey on the trust in AI of employees gives crucial insights as only half of employees are willing to trust AI at work. The top 3 reason behind this are data privacy with 81%, Technical robustness & safety with 78%, transparency & explainability with 75%. However, in the same survey collaboration of humans and AI got the highest percentage of selections in future outcomes with 91% for decision-making in the workplace.

The citizens are more concerned about the trustworthiness of AI. According to a survey, 66% of respondents are concerned about the privacy issues that can be caused by AI, 60% of them are concerned about how Generative AI is created for social media, and only 23% of them trust how generative AI is used in social media (Insider Intelligence, 2023). Also, an

awareness of an increase in the usage of AI creates more concern than trust (Kennedy, Tyson, Saks, 2023). The increase of concerns differs from content types, which is the highest in influencers' content and the lowest in reviews from other users or customers of a product or service (Ipsos, B, 2023). However, an increase in the usage of AI in overall life is more than content creation. According to a survey, only 15% of adults in the US are excited about the increase in usage of AI in daily life, in comparison to 38% population who are more concerned (Kennedy, Tyson, Saks, 2023).

However, with an increase in the quality of AI-based services trust towards AI systems can increase (Kamila, Jasrotia, 2023)(Bedué, Fritzsche,2021). Also, transparency through helping customers to understand AI better and explanations of algorithmic decisions is increasing trust towards AI. Another element that increases trust in AI is benevolence, which contains the factors of social responsibility, ethical behavior, and sustainability, which means companies need to show their ability to contribute in those matters to increase trust in their AI systems (Bedué, Fritzsche,2021).

AI's impact on the marketing world is undeniable, and its existence created lots of excitement, concerns, and debates. The integration of AI is almost unstoppable, which can only happen with a ban from all of the governments of the world which is unlikely, so employees and employers need to adapt themselves according to the new future ahead of us. However, the absence and/or inadequacy of regulatory and legal manners creates an uncertainty that needs to be resolved.

3. Methodology

The research design that was used for this research was mixed-methods research, which is a combination of qualitative and quantitative data analysis, aiming to provide a detailed understanding of the effects of AI's integration on the marketing world, which affected the current marketing professionals and the future of marketing positions (Creswell, Creswell, 2017). Qualitative data was collected to enhance the accuracy of the quantitative study and, hence, find more comprehensive results.

Our study targeted three different groups of respondents. The groups were current students seeking marketing careers, marketing professionals currently working or job-seeking, and marketing agency owners and marketing executives of companies. In the second and third groups, only those who experienced AI-based solutions for business purposes were inquired.

This selection was made because of the results of previous literature, as it has been found out that age (CNBC, 2019), skills (Forrester, 2023), and income (CNBC, 2019) are changing the perceptions of AI in the marketing world.

The data were collected in two steps. The first step was a qualitative data collection process with semi-structured individual interviews with 3 people from the 3 groups of targeted participants. The second step was a quantitative study for which we collected data by means of an online survey (Bryman, 2016).

The semi-structured individual interview was chosen over other qualitative research methods as it allows to gather information with more depth about the issues (Bryman, 2016) (Kakilla, 2021). The participants chosen were 2 marketing professionals (1 ad agency owner and 1 marketing manager professional who works for a firm that offers AI-based marketing solutions) and 1 student with a desire to pursue a marketing career. Also, their knowledge of AI and AI's impact on the work environment of marketing was a crucial selection criterion. To conduct the individual interviews, three separate online meetings were scheduled and took place since the chosen participants were not available for a face-to-face interview. The faces were seen and the discussions were recorded, The recorded interviews have been transcribed after the meetings, and some facial expressions have been noted. After transcription, the frequency of words used was counted, and based on the findings of the interviews' analysis, the quantitative data collection process was enhanced as we designed the questionnaire based on those findings.

An online survey was selected amongst quantitative methods because it was the easiest and most effective way to find a large participant base of current and future marketing professionals (Dillman, Smyth, Christmas, 2014). Regarding sampling, a combination of Convenience and Snowball sampling was used. Firstly, the participants were invited to participate in the survey through various online platforms such as LinkedIn, Meta, and Reddit. The invitation has been sent to people who were relevant to the survey and accessible to the researcher, taking into account the targeted groups that we had defined, (Simkus, 2022). Participants were asked to share the survey with other people eligible to participate (Parker, Scott, Geddes, 2019). The questionnaire was created with Qualtrics software, which was chosen due to its flexibility and suitability for administering a survey.

In the questionnaire, firstly, four filter questions were asked with the aim of:

- Not allowing people who were not from the target audience to participate in this survey.
- Showing different questions according to their segment
- Eliminating answers of participants who didn't pay attention while answering questions.

For the owner & executives segment and the marketing professionals segment, the first part of the questionnaire consisted of questions to obtain information about their current and previous experience working in marketing. After that, questions about AI usage were asked.

Questions on AI usage started with questions on which AI-based solutions were being used by the participants and how often they use them. After this stage, we asked about AI's impact on their jobs and themselves, their opinion on AI integration and the benefits for firms and themselves, and lastly, their trust in AI-created outputs. Students with a desire to pursue a marketing career were not allowed to answer these questions and were made to skip to the next group of questions.

After this first group of questions, every respondent's segment was asked the same questions, which were about their estimations of the future of marketing positions and the effect of AI on their jobs. Four additional questions were asked only to participants who belonged to the owners and executives segment. These questions were about the potential layoffs and their estimation of how much AI will be integrated into their firms. The last group of questions was about the demographics of the participants.

The survey contained questions with different structures, such as Likert scale, yes-no, and multiple choice with one or multiple answers. For Likert scale questions, 5 scale points were chosen. The complete script of the online survey is in Appendix A.

In the end, 114 participants successfully participated in the online survey. 66 of them are current marketing professionals, 45 of them are students with a desire to pursue a marketing career, and 3 of them are owners and marketing executives of companies.

To ensure the data collected was from the participants who were targeted for this research, several filter questions were used at the beginning of the survey (Krosnick, Presser, 2019). Also, anonymity was assured, and consent was obtained from the participants to increase the

response rate and data quality (Bjørn, 2017). Before starting the survey, participants were informed of the purpose of the survey and the topic of the research.

To analyze the data collected, several tools have been used. For the transcription of the interviews, Transkriptor, and Google's Cloud Speech-to-Text tools were used, and the results were carefully rechecked to ensure the reliability of the data. After this process, Microsoft's Excel and Word software were used for the analysis. To analyze the qualitative data collected, a content analysis was conducted that contained keyword scoring, which involved counting the words of participants to understand the concepts and key points.

Regarding the quantitative study, SPSS and Excel were used for data analysis. Frequency analysis, cross-tabulation, and simple and multivariate linear regression were used. SPSS and Microsoft Excel's visual creation tools were used to visualize the findings.

While conducting multivariate linear regression, the stepwise method was used to find the variables that had a significant effect on results, as it allows to find the unique variables using a sequence of linear models and adding and eliminating variables according to their significance over dependent variables (Lewis, 2007). For the regressions, the p-value of 0.05 has been selected to measure the significance of the variables.

4. Results

4.1. Qualitative Data Analysis and Word Counting

The basic information on the participants can be found in *Table 1*. While conducting the interviews, similar opinions arose about the impact of AI on their work. *AI is a beneficial, highly capable tool that can enhance marketing operations and allow marketers to enrich their knowledge and ability to complete tasks.* According to AC, AI is “exciting, highly beneficial, and makes my work easier. It allowed me to save approximately 20% of our budget.” According to him, AI allowed them to get rid of routine tasks like writing emails and answering simple customer inquiries, and use that time for other tasks like marketing research.

BŞ is also impressed by the capabilities of AI, especially Gen-AI for content marketing. “*I love AI, and I think it allows us to reach more customers as using it saves time, which we use*

to reach a bigger customer base, and it increases customer satisfaction as we can complete tasks before the deadlines. Because of that, I conducted several contests within the firm on AI usage. I give them a series of tasks that they need to use AI to complete. After they finish, two random people within the company and I assess them according to the quality of results and time they used.” She said.

The capabilities of AI impressed participants in a way that participants believe that AI is becoming a must for marketing, and we cannot and must not block this process. According to AC, *”I do not know what the future brings, but I know that AI is highly beneficial for me, and I will use it as much as I can, and those who do not use AI for their workflow are 5-0 behind those who do.”* His opinion on regulating AI’s use reflects other participants’ thoughts. *“Yes, there is a need for regulation for AI, especially with ownership rights and ethical use of data, but I do not think governments should intervene on this. Let the market decide, and so we can reach a common ground as users of this technology.”*

The use of AI made participants feel similar feelings about its impact on their skills and emotions. They think AI is an exciting tool that opens new ways for them to enhance themselves to become better marketers, but they feel an increase in negative feelings about themselves. BK claims that she uses Chat-GPT to learn new things from the business and marketing worlds, but she feels lazier than before, as the ease of using Chat-GPT to learn new things made her use only Chat-GPT, which made her feel like she was missing some things that she could learn if she used her old habits. BŞ and AC both claimed that their eagerness to reskill and upskill them has decreased as they have AI tools that can do several aspects of their job.

Initials	Title	Experience Level (years)	Time used for interviews (minutes)	Age	Gender
BK	Student	No Experience	76	24	Female
BŞ	Ad Agency Owner	12	95	35	Female
AC	Marketing Specialist	7	71	31	Male

Table 1. *The basic information on participants in the interviews.*

Although their opinions on the current impact of AI on marketing professionals are similar, their opinions on the future of marketing positions are different. While BK and AC think that AI will open new opportunities for professionals in the future, BŞ thinks that AI will take over marketing jobs eventually. *“Especially content marketers and graphic designers are facing this danger. Last year, I thought we would hire more people as we were expecting an increase in our number of clients. Yes, we did have an increase, but the capabilities of AI helped us not increase our salary costs, and I think in the near future, I may lay off some of my employees if AI is improved more and more.”* She claimed. Also, she claimed that she feels an ethical duty toward the employees she had, but she needs to think about her firm too.

The five words that were used in the interviews the most can be found in **Table 2**. *AI* was the most mentioned word in all of the interviews. *“Education”, “Regulation”, and “Exciting”* were also repeatedly mentioned, which were compatible with the points mentioned above.

BK		BŞ		AC	
Words	Usage frequency	Words	Usage frequency	Words	Usage frequency
AI	50	AI	60	AI	45
Skills	24	Beneficial	22	Need	32
Exciting	21	Regulation	11	Upskill	15
Education	12	Lay-off	10	Education	11
Regulation	9	Education	7	Exciting	8

Table 2. *5 words that were used the most in each interview.*

4.2. Quantitative Analysis

While conducting the quantitative analysis, the number of participants who were owners or marketing executives was 3, and this figure makes a separate quantitative analysis for this group impossible to conduct. Therefore, firstly, several linear regression analyses were conducted to find out if there was a significant difference between this segment and marketing professionals on the researched questions, as the only difference in the survey’s questionnaire between these two segments were four Likert scale questions that were asked only to owners and executives. After the analyses, it was found that there was no significant difference

between these two segments, as the p-value is above 0.05. Therefore, the ‘owners and executives’ segment was merged with the ‘marketing professionals’ segment after the frequency analysis.

4.2.1. Demographics of the Participants

4.2.1.1. Frequency Analysis

As mentioned before, 114 participants completed the survey and passed the filter questions. The participants’ segments and information on their age, gender, and yearly income can be found in *Table 3*.

Participants' Segment		Age		Gender		Yearly Income (USD)	
Type	Quantity	Type	Quantity	Type	Quantity	Type	Quantity
Owner & Executive	3	18-25	60	Male	45	Less than 10,000	50
Professionals	66	26-35	22	Female	69	10,000-49,999	47
Students	45	36-45	11	Non-binary	0	50,000-99,999	3
		46-55	0	Other	0	Prefer not to say	14

Table 3. Participants Segment, Age, gender and Yearly Income (USD)

4.2.1.2 Cross Tabulation Analysis

To give a better understanding of the participant’s demographics, a cross-tabulation analysis was made. *Table 4* is about the distribution of participants’ type and gender, while *Table 5* is about participants’ type and age, and *Table 6* is about participants’ type and yearly income level.

Participant Type * Gender Crosstabulation

Gender | Total

		Male	Female	
Participant Type	Marketing Professional	22	47	69
	Student	23	22	45
	Total	45	69	114

Table 4. Participants' Segment, and Gender

Age * Participant Type Crosstabulation

Count

		Participant Type		
		Marketing Professional	Student	Total
Age	18-25	25	34	59
	26-35	39	10	49
	36-45	5	1	6
Total		69	45	114

Table 5. Participants' Segment, and Age

Participant Type * Yearly Income Crosstabulation

		Yearly Income				
		Less than 10,000 USD	10,000 - 49,999 USD	50,000 - 99,999 USD	Prefer not to say	Total
Participant Type	Marketing Professional	25	33	3	8	69
	Student	25	14	0	6	45
	Total	50	47	3	14	114

Table 6. Participants' Segment, and Yearly Income

The participants' nationalities were also asked as a demographic question and can be seen in Appendix B. It is not shown in this section as it is not specified in the research questions.

4.2.2. Analyses to Address the Research Questions

For all the regression analysis, the results are at Appendix C.

RQ1: What elements are driving the concerns about job losses in Marketing because of AI?

To try to provide an answer to this question, the participants were asked to indicate to what extent they agreed with the presented statements (a Likert scale was used going from 1 to 5 where 1= Totally disagree and 5= Totally agree)

“In the future, I am at risk of losing my job because of AI.” was used as a dependent variable, and, according to the hypotheses presented below, the independent variables were selected. 38.6% of participants agreed with this statement, while 43.9% did not.

Hypothesis 1: The participant's segment has significant effects on the concern level of people about losing their jobs because of AI.

H₀: The participant's segment has no significant effects on the concern level of people.

H₁: The participant's segment has significant effects on the concern level of people.

To test the null hypothesis, a simple linear regression analysis was conducted. According to the analysis, the participant's segment had a p-value of .025 and a B value of .488. As mentioned before, the p-value of 0.05 and below is selected to identify the significance of the variable, which means the participant's segment has a significant effect on the concern level of people about losing their job in the future because of AI. Therefore, the null hypothesis is rejected. Also, the B value signifies that students who are pursuing a marketing career are more concerned than current professionals.

Hypothesis 2: Age, gender, and income level have significant effects on the concern level of people about losing their jobs because of AI.

H₀: Age, gender, and income level have no significant effects on the concern level of people.

H₁: Age, gender, and income level have significant effects on the concern level of people.

To test the null hypothesis, a multivariate linear regression with a stepwise method was conducted. According to the results, age, gender, and income level have p-values that are above 0.05 (.896, .695, and .483 respectively). Therefore, the null hypothesis cannot be rejected.

Hypothesis 3: The experience level of participants who are marketing professionals has a significant effect on the level of concern about losing participants' jobs because of AI.

H₀: The experience level of participants who are marketing professionals does not have a significant effect on the level of concern about losing participants' jobs because of AI.

H₁: The experience level of participants who are marketing professionals has a significant effect on the level of concern about losing participants' jobs because of AI.

To test the hypothesis, a simple linear regression analysis was conducted. According to the results, the experience levels of participants who were marketing professionals had a p-value of .049 and a B value of -.241. Therefore, the null hypothesis is rejected. This means that the level of experience significantly affects the level of concern of marketers. Also, the B value signifies that people with higher experience are less concerned about a takeover by AI.

Hypothesis 4: The concern of losing their job is significantly affected by the feeling of a need for additional education/training to work or compete with AI.

H₀: The concern of losing a job is not significantly affected by the feeling of a need for additional education to work or compete with AI.

H₁: The concern of losing a job is significantly affected by the feeling of a need for additional education to work or compete with AI.

To test this hypothesis, two independent simple linear regressions were conducted. At the simple regressions, both the need for additional education to work with AI and compete with AI has a p-value below 0.05 (.006 and .001 respectively) which means that they are significantly affecting the level of concern of participants about losing their jobs to AI. Also, they both have positive B values (.314 and .548 respectively) which means feeling a need for additional education to either work or compete with AI has an increasing effect on the concern of losing people's jobs. Therefore, the null hypothesis is rejected.

RQ2: What is the current situation of AI usage for marketing purposes?

Hypothesis 1: AI usage is beneficial for professionals.

H₀: AI usage is not beneficial for professionals.

H₁: AI usage is beneficial for professionals.

Current professionals seem to enjoy AI. 82.6% of participants believe that AI increases efficiency. 78.3% of them think AI improves analytics and insights. 78,2% state “AI makes my job easier.” while 88,4% believe AI makes them save time and energy. These effects of AI also reflected marketing professionals’ desire to integrate AI into their work more, as 65.2% of participants want to integrate AI more into their work.

With these findings, the null hypothesis is rejected.

Hypothesis 2: AI has become a necessary tool to achieve success in marketing operations according to marketing professionals.

H₀: AI has not become a necessary tool to achieve success in marketing operations according to marketing professionals.

H₁: AI has become a necessary tool to achieve success in marketing operations according to marketing professionals.

The benefits of AI are noticed by professionals, and they noticed the importance of using AI, as 62.3% of participants believe that AI is a must for marketing and 59.4% of them state that they need AI to compete with other marketers.

With these findings, the null hypothesis is rejected.

RQ3: Which marketing fields are considered vulnerable to a takeover by AI in the future?

Regardless of marketing fields, when asked about their estimation for 5 years from now, the majority of respondents stated that there would be an increase in the usage of AI in the working environment and fewer people would be needed (74.6%). For an estimation at 10 years from now, it increases even more (94.7%).

To address this question, participants were asked “Fill in the blank according to your opinion. In the future, ... positions will be vulnerable to AI's takeover. (Multiple choices were available with the option to choose up to 5)”.

Hypothesis 1: CRM and Content Marketing are the two fields that are considered to be the most vulnerable to AI.

H₀: CRM and Content Marketing are not the two fields considered to be the most vulnerable to AI.

H₁: CRM and Content Marketing are the two fields considered to be the most vulnerable to AI.

To test the null hypotheses, a frequency analysis was conducted, and the results of the analysis can be seen in Table 7. According to the analysis, CRM and content marketing are selected as 3rd and 4th respectively as the most vulnerable marketing fields against AI in the future. Therefore, the null hypothesis cannot be rejected.

Marketing Fields	Not vulnerable	Vulnerable
Marketing Analytics	46	68
Social Media Marketing	69	45
Influencer Marketing	82	32
SEO Marketing	71	43
Brand Management	96	18
CRM	66	48
Marketing Research	53	61
Affiliate Marketing	95	19
Product Marketing	85	29
Marketing Consultancy	88	26
Content Marketing	58	56
Other	114	0

Table 7. Frequency analysis of participants' selection on vulnerability of fields against AI in the future.

Hypothesis 2: There is a significant difference between current professionals and students in pursuit of a marketing career in terms of their consideration for the vulnerability of fields against AI.

H₀: There is no significant difference between current professionals and students in pursuit of a marketing career in terms of their consideration for the vulnerability of fields against AI.

H₁: There is a significant difference between current professionals and students in pursuit of a marketing career in terms of their consideration of the vulnerability of fields against AI.

To test the null hypothesis, a simple linear regression analysis was conducted for each marketing field and participant type, which represents the segmentation of participants into current marketing professionals and students. The conducted analyses' results in terms of their B and P-value can be found in Table 8. According to the results of the analysis, the CRM's vulnerability against AI is significantly affected by the segment of the participant, as it has a p-value lower than 0.05. Therefore, the null hypothesis is rejected.

Marketing Fields	Participant Type	
	B Value	P-Value
Marketing Analytics	-0.031	0.745
Social Media		
Marketing	0.009	0.927
Influencer Marketing	0.087	0.317
SEO Marketing	-0.072	0.44
Brand Management	0.033	0.642
CRM	0.259	0.006
Marketing Research	0.144	0.134
Affiliate Marketing	0.092	0.202
Product Marketing	-0.053	0.528
Marketing		
Consultancy	-0.01	0.905
Content Marketing	-0.187	0.051

Table 8. B and P values resulted from simple linear regression analysis. Each field positioned as dependent and dummy variable and participant type positioned as a dependent and dummy variable.

5. Conclusion, Limitations, and Recommendations

This research investigated the impact of AI on marketing professionals currently and on the future of marketing positions. As for the findings, firstly, a qualitative analysis was conducted, and three people with different backgrounds in the marketing field have been interviewed through semi-structured, in-depth interviews. Their thoughts on the current impact of AI were the same. AI is a tool that is beneficial for firms and marketing professionals because it allows them to increase the efficiency of their workflow and the satisfaction of customers. However, in terms of their estimations for the future of marketing jobs, opinions were different regarding the takeover possibility of AI.

Based on the findings from the qualitative analysis, an online survey used to gather quantitative data was developed. 114 respondents participated in the survey; 3 of them were owners or executives of their firms; 66 of them were marketing professionals currently working or looking for a job; and 45 of them were students pursuing a career in marketing. The data collected were subject to several frequency, regression, and cross-tabulation analyses. According to the analyses we concluded that, currently, marketing professionals think AI is a great tool to have, and they want to integrate AI into their workflow more (65.2%). They stated that AI increases efficiency (82.6%), saves time and energy (88.4%), and improves analytics and insights (78.3%). Also, according to the majority of participants, AI has become a must to compete with others.

For the future, respondents' estimates differ. Students are more pessimistic about the future than current professionals. Also, more experienced people are less concerned than lower experienced professionals, regardless of age. Those who think they need additional education/training to either work with or compete with AI are more concerned than others. As far as age, income, and gender are concerned, there wasn't a significant effect found about the concern of people losing their jobs. .

When asked about the vulnerability of the different marketing fields, regardless of their job or marketing field, the majority of participants believe that in the future, AI will be used more and fewer people will be needed. When they were asked to select which fields would be the most susceptible to AI's takeover, marketing analytics was the most selected, followed by marketing research, content marketing, and CRM. Generally, there was no significant difference between participants' selection of the vulnerable fields. Only for CRM, the two

groups of respondents have a different opinion, as students believe CRM is susceptible to AI's takeover, more than marketing professionals do.

These findings can be helpful for the academic community, as this research is one of the first studies researching the effects of AI on marketing jobs. Furthermore, this is one of the first academic studies that focuses on the concerns of marketing professionals about AI's takeover. Therefore, this study can be used as a basis and starting point for future research on this topic, which can trigger a debate in the academic community and with government entities about researching AI and the working class's future.

As this is one of the first studies conducted on this subject, the first and most important limitation of this study was the lack of academic resources about the subject. Previous academic sources consisted mostly of literature reviews on the subject of AI and how effective it is for businesses. However, when searching for numerical data from academic resources, it was challenging to find the required information. Numerical data on this topic are generally published by non-academic entities such as McKinsey, IBM, and Statista.

Another important limitation of the research is that the survey sample is not representative of the population of the marketing environment, as the majority of participants were too young (51.8% of them were 18-25 years old), Turkish (55.2%), and with low income (the yearly income of 43.9% of participants is lower than 10,000 USD). The sampling method that was used for this study opened the way for a potential sampling error as only 3 out of 114 participants were owners or marketing executives of firms, while there are many more people who can be a part of this segment in the real world.

Therefore, additional research needs to be conducted on this topic. Two recommendations can be given for further research. Firstly, when participants were asked about the most vulnerable marketing fields against AI, marketing analytics and marketing research were the most selected. Also, 78.3% of professionals stated that AI improved analytics and insights. Therefore, additional studies on the relationship between AI and data analytics jobs can be conducted. Secondly, as mentioned before, the participant base was not representatively distributed and is not representative of the marketing working environment. Therefore, if the study could be replicated with a representative sample and studies on marketing professionals, owners, marketing executives, and students who are pursuing a marketing career are conducted separately, better results can be achieved.

Appendix

A. The Script of the Online Survey

Q1 Hi, first of all I want to thank you for participating in this survey.

This online survey is conducted as a part of my Master's Thesis in **MARKETING** at Católica Lisbon SBE. The aim of the survey is to **ASSESS THE IMPACT OF AI ON MARKETING AND FUTURE OF MARKETING POSITIONS.**

Your participation is **VERY IMPORTANT TO ME** and entirely voluntarily, and all the data collected will be kept strictly private and anonymous. This survey will take appr. 7 minutes to complete. If you are willing to provide your insights, please consent in the next step.

Thank you again for being part of this survey.

If you have any questions about your answers, research and how your data will be used, you can contact me via s-satlihan@ucp.pt

Q2 Are you currently working in a marketing position or looking for a job in marketing positions? (Full-Time)

If you are a student with no full-time working experience in a marketing position, please select no.

No (1)

Yes (2)

Skip To: Q3 If Q2 = No

Skip To: Q5 If Q2 = Yes

Q3 Are you currently a student with a desire to work in marketing?

No (1)

Yes (2)

Skip To: End of Survey If Q3 = No

Skip To: Q66 If Q3 = Yes

Q5 How many years have you worked in marketing in total? (Full-time)

- 0-3 (1)
- 4-6 (2)
- 7-9 (3)
- 10-14 (4)
- 15-24 (5)
- 25-34 (6)
- 35+ years (7)

Q8 What is your current position?

- Freelancer (1)
- Owner (2)
- CEO (3)
- CMO (4)
- Director (5)
- Manager (6)
- Individual Contributor (Marketing Specialist, SEO Analyst, etc) (7)
- Entry Level (Junior Positions) (8)
- Unemployed (10)
- Other (9) _____

Display This Question:

If Q8 != Owner

Or Q8 != CEO

Or Q8 != CMO

Or Q8 != Unemployed

Q6 In which marketing field are you currently in as a full-time employee?

- Marketing Analytics (1)
- Social Media Marketing (2)
- Influencer Marketing (3)
- SEO Marketing (4)
- Brand Management (5)
- Customer Relations Management (CRM) (6)
- Marketing Research (7)
- Affiliate Marketing (8)
- Product Marketing (9)
- Marketing Consultancy (10)
- Content Marketing (11)
- Other (13) _____

Q7 In which marketing fields, have you worked before your current position as a full time employee? (Multiple answers are available.)

- This is my first job. (1)
- Social Media Marketing (2)
- Influencer Marketing (3)
- SEO Marketing (4)

- Brand Management (5)
- Marketing Research (6)
- Affiliate Marketing (7)
- Product Marketing (8)
- Marketing Consultancy (9)
- Content Marketing (10)
- Other (11) _____

Q9 Have you ever used of AI-based tools like ChatGPT, Midjourney, and Bard for business purposes?

- No (1)
- Yes (2)

Skip To: End of Survey If Q9 = No

Q62 As you are currently unemployed, I want you to imagine yourself as you are working in your last job while answering the questions.

Q10 Which AI-based tools have you ever used for business purposes?

- ChatGPT (1)
- Bard (2)
- Dall-e (3)
- Midjourney (4)
- Adobe Photoshop's AI-based Generative Tool (5)

- Grammarly (6)
- QuillBot (7)
- Other (8) _____

Carry Forward Selected Choices - Entered Text from "Q10"

Q11 How often do you use these AI tools?

	A few times a year (1)	A few times a month (2)	A few times in a week (3)	Once every day (4)	Once every hour (5)
ChatGPT (x1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bard (x2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dall-e (x3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Midjourney (x4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adobe Photoshop's AI-based Generative Tool (x5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grammarly (x6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
QuillBot (x7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (x8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12 On a scale from 1 to 5 where 1= Totally disagree and 5= Totally agree), please indicate to what extent do you agree with the statement below:

	1= Totally Disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	5= Totally Agree (5)
AI increases efficiency. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

AI enhances personalization (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI improves analytics and insights (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI streamlines content creation (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13 On a scale from 1 to 5 where 1= Totally disagree and 5= Totally agree), please indicate to what extent do you agree with the statement below:

	1= Totally Disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	5= Totally Agree (5)
AI makes my job easier (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI makes my job faster (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI makes me save time and energy (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI makes me more motivated to work (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI opened new ways for me to learn new things (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI makes me lazy. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16 On a scale from 1 to 5 where 1= Totally disagree and 5= Totally agree), please indicate to what extent do you agree with the statement below:

	1= Totally Disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	5= Totally Agree (5)
I like to use AI for my workflow. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI usage is a must for marketing. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To compete with other marketers, I need to use AI. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q30 Thank you for reaching to this question. So far, the questions were about your general opinion on AI and its impact on marketing. After this page, you will be presented some questions about the AI's impact on marketing jobs' roles.

Q19 Which of the following statements best reflects your opinion?

- AI is integrated deeply into my role (1)
- AI is integrated slightly into my role (2)
- AI is not integrated into my role (3)

Q20 Which of the following statements best reflects your opinion?

- I want to integrate AI into my role more (1)
- I want AI's integration into my role to stay the same (2)
- I want to lower AI's integration into my role (3)

Q56 Which of the following statements will be the best fit to the sentence below?

Currently, I think AI's integration into marketing ...

- is beneficial for both firms and employees (marketing professionals) (1)
- is beneficial for only firms (2)
- is beneficial for only employees (marketing professionals) (3)
- is not beneficial for both firms and employees (marketing professionals) (4)

Q57 Which of the following statements will be the best fit to the sentence below?

Currently, I think AI's integration into marketing ...

- creates more opportunities than before for both firms and employees (marketing professionals) (1)
- creates more opportunities than before for only firms (2)
- creates more opportunities than before for only employees (marketing professionals) (3)
- doesn't create more opportunities than before for both firms and employees (marketing professionals) (4)

Q18 Which of the following statements best reflects your opinion?

- AI-driven solutions have positively affected the diversity of tasks within my marketing role (1)
- AI-driven solutions have negatively affected the diversity of tasks within my marketing role. (2)
- AI-driven solutions haven't affected the diversity of tasks within my marketing role. (3)

Q35 That was the end of question about AI's impact on marketing roles.

The next section will be about your trust on AI.

Q22 On a scale from 1 to 5 where 1= Totally disagree and 5= Totally agree), please indicate to what extent do you agree with the statement below:

	1= Totally Disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	5= Totally Agree (5)
I use AI-created outputs (contents, codes, etc.) without any control. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust AI. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't control AI as much as I used to in the past. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AIs give outputs that fit my firm's positioning better than in the past. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q23 Which of the following statements best reflects your opinion?

- I need to change a lot of aspects (colors, wording, etc.) of AI-created outputs to be useful for my work. (1)
- I need to change a few aspects (colors, wording, etc.) of AI-created outputs to be useful for my work. (2)
- I do not need to change any aspect (colors, wording, etc.) of AI-created outputs to be useful for my work. (3)

Q24 Which of the following statements best reflects your opinion?

- I always control the information (News, surveys, articles, etc.) that AI gives to me. (1)
- I generally control the information (News, surveys, articles, etc.) that AI gives to me. (2)
- I rarely control the information (News, surveys, articles, etc.) that AI gives to me. (3)

- I don't control the information (News, surveys, articles, etc.) that AI gives to me. (4)

Q40 Since we have covered your answers about the current dynamics of AI and marketing, let's continue with the next phase.

After you click the go to the next page, you will be asked questions about your opinions and predictions on AI's impact on marketing in the future.

Thank you once again for your participation. It will help a lot :)

Skip To: Q28 If Q40 Is Displayed

Q66 After you continue the next page, you will be presented the questions about your opinions and predictions on AI's impact on marketing in the future.

Q28 Which of the following scenarios will most likely happen in 5 years, according to you?

- AI's complete takeover of all marketing jobs. (1)
- An increase in the usage of AI with some people losing their jobs (2)
- AI usage will not change, and we will have a similar working environment as today. (3)
- A decrease in usage of AI (4)
- Completely dropping AI usage for business purposes (5)

Q29 What about 10 years later?

- AI's complete takeover of all marketing jobs. (1)
- An increase in the usage of AI with some people losing their jobs (2)
- AI usage will not change, and we will have a similar working environment as today. (3)
- A decrease in usage of AI (4)
- Completely dropping AI usage for business purposes (5)

Q27 On a scale from 1 to 5 where 1= Totally disagree and 5= Totally agree), please indicate to what extent do you agree with the statement below:

In the future,

	1= Totally Disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	5= Totally Agree (5)
I am at risk of losing my job because of AI (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My team is at risk of losing their jobs because of AI (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a need of additional training(s) to compete with AI tools. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a need of additional training(s) to work with AI. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI will be more integrated to my job. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhancement of AI will be beneficial for me. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhancement of AI will be beneficial for firms. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Display This Question:

If Q8 = Owner

Or Q8 = CEO

Or Q8 = CMO

Or Q8 = Director

Q63 On a scale from 1 to 5 where 1= Totally disagree and 5= Totally agree), please indicate to what extent do you agree with the statement below:

In the future, if AI will be improved with its current pace, I think

	1= Totally disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	5= Totally agree (5)
I won't need as much employees as now. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I won't need any employees. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My firms business model will change (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI-based tools will be the main element of our operations. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q30 On a scale from 1 to 5 where 1= Totally disagree and 5= Totally agree), please indicate to what extent do you agree with the statement below:

In the future, AI will ...

	1= Totally Disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	5= Totally Agree (5)
be a main reason for lots of job loss. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
change the roles of marketing jobs. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
be able to do every aspect of marketing jobs (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
please select agree as this is to check your attention. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
create a lot of jobs. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
create more jobs than it reduces. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q31 Fill in the blank according to your opinion.

In the future, ... positions will be vulnerable against AI's takeover. (Multiple choices is available) (Choose up to 5)

- No marketing (1)
- Marketing Analytics (2)
- Social Media Marketing (3)
- Influencer Marketing (4)
- SEO Marketing (5)
- Brand Management (6)

- Customer Relationship Management (CRM) (7)
- Marketing Research (8)
- Affiliate Marketing (9)
- Product Marketing (10)
- Marketing Consultancy (11)
- Content Marketing (12)
- Other (13) _____

Q44 Demographics

How do you identify yourself?

- Man (1)
- Woman (2)
- Non-Binary (3)
- Prefer to self-describe, below (4)

Q45 In which age group are you?

- 18-25 (1)
- 26-35 (2)
- 36-45 (3)
- 46-55 (4)
- 56 or above (5)

Q46 What is your nationality?

- Turkish (1)
- German (2)
- Portuguese (3)
- Italian (4)
- American (5)
- Spanish (6)
- English (7)
- French (8)
- Other (9) _____

Q55 Which of these categories describes your personal income last year? (in terms of USD)

- Less than \$10,000 (1)
- \$10,000 – \$49,999 (2)
- \$50,000 – \$99,999 (3)
- \$100,000 – \$149,999 (4)
- More than \$150,000 (5)
- I prefer not to say (6)

B. Nationalities of the participants

Nationality * Participant Type Crosstabulation

		Participant Type		
		Marketing Professional	Student	Total
Nationality	Turkish	46	17	63
	German	2	4	6
	Portuguese	1	1	2
	Italian	2	2	4
	American	0	2	2
	English	6	7	13
	French	2	0	2
	Other	10	12	22
Total		69	45	114

C. Results from SPSS

RQ1 – H1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.623	.135		19.445	<.001
	Participant Type	.488	.215	.210	2.272	.025

a. Dependent Variable: I_am_at_risk_of_losing_my_job

RQ1 – H2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.123	.326		9.566	<.001
	Gender_female	.021	.222	.009	.093	.926
	Age	-.147	.186	-.077	-.792	.430
	Yearly Income	-.045	.071	-.062	-.641	.523

a. Dependent Variable: I_am_at_risk_of_losing_my_job

RQ1 – H3

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	3.014	.235		12.831	<.001
	Experience Levels	-.241	.120	-.238	-2.005	.049

a. Dependent Variable: I_am_at_risk_of_losing_my_job

RQ1 – H4

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1.567	.459		3.413	<.001
	I_need_additional_training_to_work_with_AI	.314	.113	.255	2.791	.006

a. Dependent Variable: I_am_at_risk_of_losing_my_job

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.767	.367		2.086	.039
	I_need_additional_training_to_compete_with_AI	.548	.095	.479	5.769	<.001

a. Dependent Variable: I_am_at_risk_of_losing_my_job

RQ2 – H1

AI_increases_efficiency.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	4.3	4.3	4.3
	3	9	13.0	13.0	17.4
	4	29	42.0	42.0	59.4
	5	28	40.6	40.6	100.0
	Total	69	100.0	100.0	

AI_improves_analytics_and_insights

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	4.3	4.3	4.3
	3	12	17.4	17.4	21.7
	4	42	60.9	60.9	82.6
	5	12	17.4	17.4	100.0
	Total	69	100.0	100.0	

AI_makes_my_job_easier

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	15	21.7	21.7	21.7
	4	27	39.1	39.1	60.9
	5	27	39.1	39.1	100.0
	Total	69	100.0	100.0	

Desire towards integration of AI into work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less integrated	5	7.2	7.2	7.2
	Same level as now	19	27.5	27.5	34.8
	More integrated	45	65.2	65.2	100.0
	Total	69	100.0	100.0	

RQ2 – H2

AI_is_a_must_for_marketing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	5.8	5.8	5.8
	2	7	10.1	10.1	15.9
	3	15	21.7	21.7	37.7
	4	38	55.1	55.1	92.8
	5	5	7.2	7.2	100.0
	Total	69	100.0	100.0	

To_compete_I_need_to_use_AI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	2.9	2.9	2.9
	2	10	14.5	14.5	17.4
	3	16	23.2	23.2	40.6
	4	30	43.5	43.5	84.1
	5	11	15.9	15.9	100.0
	Total	69	100.0	100.0	

RQ3 - H1

Marketing_Analytics_vulnerable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	46	40.4	40.4	40.4
	1	68	59.6	59.6	100.0
	Total	114	100.0	100.0	

Social_Media_Marketing_vulnerable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	69	60.5	60.5	60.5
	1	45	39.5	39.5	100.0
	Total	114	100.0	100.0	

Influencer_Marketing_vulnerable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	82	71.9	71.9	71.9
	1	32	28.1	28.1	100.0
	Total	114	100.0	100.0	

SEO_Marketing_vulnerable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	71	62.3	62.3	62.3
	1	43	37.7	37.7	100.0
	Total	114	100.0	100.0	

Brand_Management_vulnerable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	96	84.2	84.2	84.2
	1	18	15.8	15.8	100.0
	Total	114	100.0	100.0	

CRM_vulnerable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	66	57.9	57.9	57.9
	1	48	42.1	42.1	100.0
	Total	114	100.0	100.0	

Marketing_Research_vulnerable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	53	46.5	46.5	46.5
	1	61	53.5	53.5	100.0
	Total	114	100.0	100.0	

Affiliate_Marketing_vulnerable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	95	83.3	83.3	83.3
	1	19	16.7	16.7	100.0
	Total	114	100.0	100.0	

Product_Marketing_vulnerable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	85	74.6	74.6	74.6
	1	29	25.4	25.4	100.0
Total		114	100.0	100.0	

Marketing_Consultancy_vulnerable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	88	77.2	77.2	77.2
	1	26	22.8	22.8	100.0
Total		114	100.0	100.0	

Content_Marketing_vulnerable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	58	50.9	50.9	50.9
	1	56	49.1	49.1	100.0
Total		114	100.0	100.0	

RQ3 – H2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.609	.060		10.220	<.001
	Participant Type	-.031	.095	-.031	-.326	.745

a. Dependent Variable: Marketing_Analytics_vulnerable

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.391	.059		6.592	<.001
	Participant Type	.009	.094	.009	.092	.927

a. Dependent Variable: Social_Media_Marketing_vulnerable

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
		Beta				
1	(Constant)	.246	.054		4.535	<.001
	Participant Type	.087	.086	.095	1.006	.317

a. Dependent Variable: Influencer_Marketing_vulnerable

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
		Beta				
1	(Constant)	.406	.059		6.912	<.001
	Participant Type	-.072	.093	-.073	-.775	.440

a. Dependent Variable: SEO_Marketing_vulnerable

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
		Beta				
1	(Constant)	.145	.044		3.276	.001
	Participant Type	.033	.070	.044	.466	.642

a. Dependent Variable: Brand_Management_vulnerable

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
		Beta				
1	(Constant)	.319	.058		5.501	<.001
	Participant Type	.259	.092	.256	2.807	.006

a. Dependent Variable: CRM_vulnerable

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.478	.060		7.975	<.001
	Participant Type	.144	.095	.141	1.508	.134

a. Dependent Variable: Marketing_Research_vulnerable

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.130	.045		2.903	.004
	Participant Type	.092	.072	.120	1.283	.202

a. Dependent Variable: Affiliate_Marketing_vulnerable

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.275	.053		5.215	<.001
	Participant Type	-.053	.084	-.060	-.632	.528

a. Dependent Variable: Product_Marketing_vulnerable

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.232	.051		4.550	<.001
	Participant Type	-.010	.081	-.011	-.119	.905

a. Dependent Variable: Marketing_Consultancy_vulnerable

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.565	.060		9.469	<.001

Participant Type	-.187	.095	-.183	-1.973	.051
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a. Dependent Variable: Content_Marketing_vulnerable

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