



Executive
Perspectives

16

Future of Marketing with GenAI

June 2025

Introduction

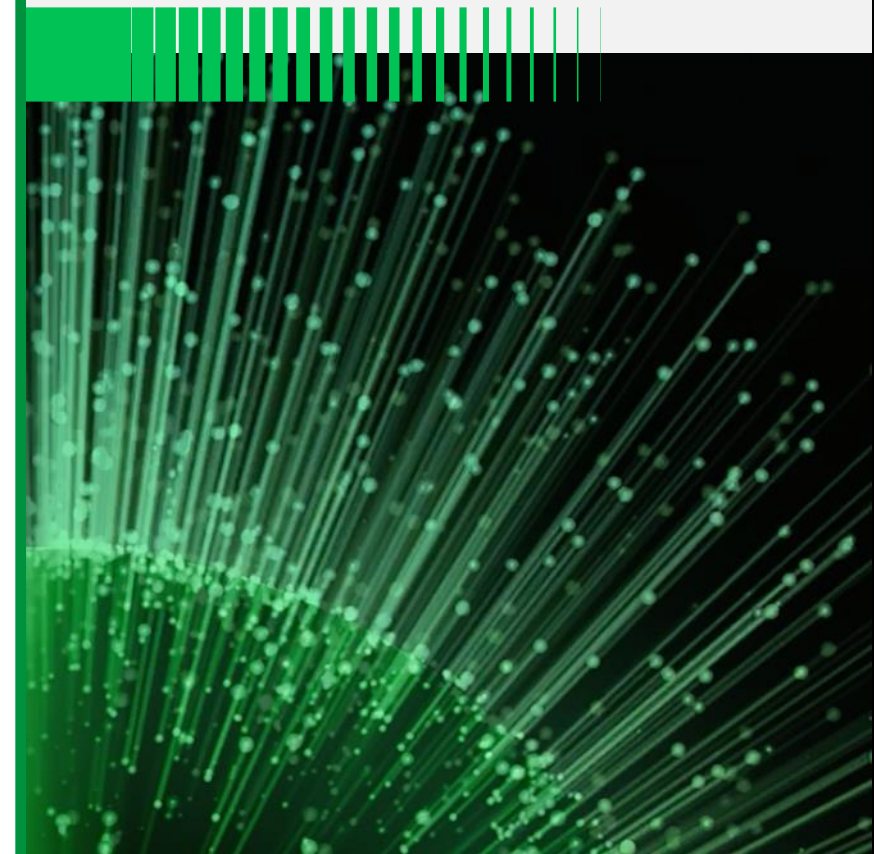
We meet often with CEOs to discuss AI—a topic that is both captivating *and* rapidly changing. After working with over 1,000 clients in the past year, we are **sharing our most recent learning in a new series designed to help CEOs navigate AI**. With AI at an inflection point, the focus in 2024 is on turning AI's potential into *real* profit.

In this edition, we discuss the future of marketing, and the role AI will play in turbocharging growth. We address key questions on the minds of marketing leaders:

- How will the talent and skills of my marketing team change? Do I need a different team, or how do I upskill?
- How can I leverage GenAI to win in an environment with declining ROI, driven by rising competition and increasing demands for personalization?
- How will the customer experience evolve as a result?
- How do I get started...and how do I get this right?

This document is a guide for CEOs and CMOs to cut through the hype around AI and understand what creates value now and in the future.

In this BCG
Executive Perspective,
we articulate the vision
and value of the future
of marketing with AI



Value of AI in marketing is unleashed through reshaping the function

DEPLOY

Augment productivity of everyday tasks for marketers and creatives

Improve effectiveness of existing tasks within marketing and creative roles

Change focus to **driving adoption and improving effectiveness** within existing startup

Broad enterprise-wide productivity

10-20%

RESHAPE

Enable new E2E workflows that transform the entire marketing function

Re-engineer critical end-to-end workflows

Reshape how employees work within marketing, necessitating work with **change, new skill sets, WoW, org setup**

Radical productivity/speed/quality improvement

50%+

Primary focus for these materials

INVENT

Reimagine business models and/or create new sources of comp. advantage

Create new customer value propositions enabled by GenAI

Restructure/rethink 3rd party relationships, pricing, support

New value propositions, revenue streams

2-3x+

Executive summary | Future of marketing with GenAI

GenAI helps break the economic deadlock

Sustaining marketing returns is becoming increasingly difficult as content demands surge, consumer needs fragment, and digital journeys grow more complex. To compete, CMOs have needed to continue **layering on experts, which becomes unsustainable** at scale. **GenAI can help break this pattern** by drastically collapsing the costs and bringing execution control in a scalable way. To best compete, CMOs need to embrace GenAI to transform their marketing functions across all pillars, potentially **realizing real value of 3-6x ROI on total marketing spending**

GenAI will reshape how marketers execute work

End-to-end transformation of marketing **function requires reshaping across three pillars:**

- **“Art” of brand building:** Creating a distinctive brand voice that expresses itself across all channels; enabled by content automation increasing ability to adapt content, reducing creation time to focus on creativity and bolstering innovation
- **“Science” of end-to-end activation:** Deep expertise across steps, powered at scale through data and automation to empower the right decisions. GenAI improves the breadth and depth of insights as well as automates generation
- **“Orchestration” of portfolio:** The ability to plan and identify the right product, at the right time, the right place, all backed by a strong customer strategy view and deep AI-powered analytics and simulation capabilities

Executing successfully requires the right enablers

Five areas of focus to support a **GenAI-enabled marketing transformation:**

1. **Reshape op model:** Rethinking the role of media and creative agencies and shifting more global vs. local split
2. **Transform skills and capabilities:** Internalizing critical expertise and services, and streamlining project management
3. **Unlock MarTech and GenAI:** Increasing investment in marketing tech and AI, while reimagining governance
4. **Set and end-to-end measurement frame:** Setting up holistic measurement supported by the right operating cadence
5. **Align on unique company AI ethics:** Implementing guiderails for how AI will be used to align with brand identity

Why now | Sustaining marketing returns is becoming increasingly difficult ...

... GenAI can help break this pattern



Need (and cost) for content exploding

Need for content is exploding due to number of channels and the demand for personalization. Content overload makes it harder to cut through the noise, raising the bar for creativity



Demand volatility, reduced shelf-life

Higher volatility in demand has increased burden of ROI proof on marketing costs, while reducing shelf-life of marketing outputs



Complexifying, digital journeys

Consumer/shopper journeys are becoming increasingly digitally-influenced and complex, which dilutes scale of spending and increases need for platform specific operations and expertise



Cost of expertise unsustainable

To best compete, CMOs have needed to continue layering on experts (by channel, by lever, etc.) on top of their core teams, which puts pressure on SG&As

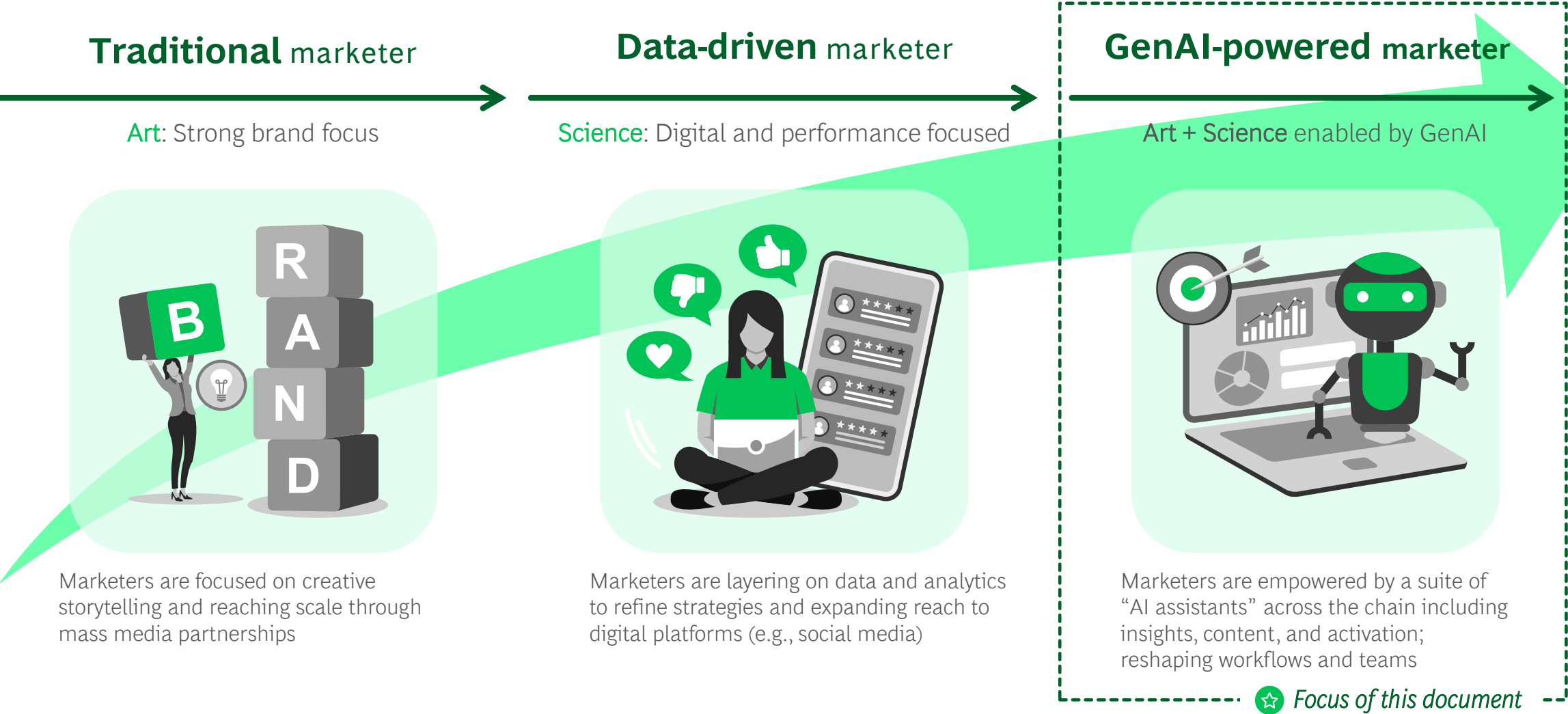
AI can break this deadlock:

- Drastically collapse cost of content
- Enables scalable personalization
- Enables execution control at scale
- Democratizes expertise

Leading players are starting to scale, and are reaping the benefits

- 3-6x more ROI on overall marketing spend
- Time to market collapsing from months to weeks
- Improved brand salience and engagement by 30-40%

Future of marketing | AI allows marketing functions to excel at both “art” and “science”



Three marketing capabilities are being transformed by AI



- **10x more content, 5-8x faster**, with greater brand consistency through radical automation and process reshaping of production
- **Improved brand salience by 30-40%**, though personalization
- **30-50% of marketer's time** reinvested in creativity and by enabling them with data (trends, consumer mirrors...)



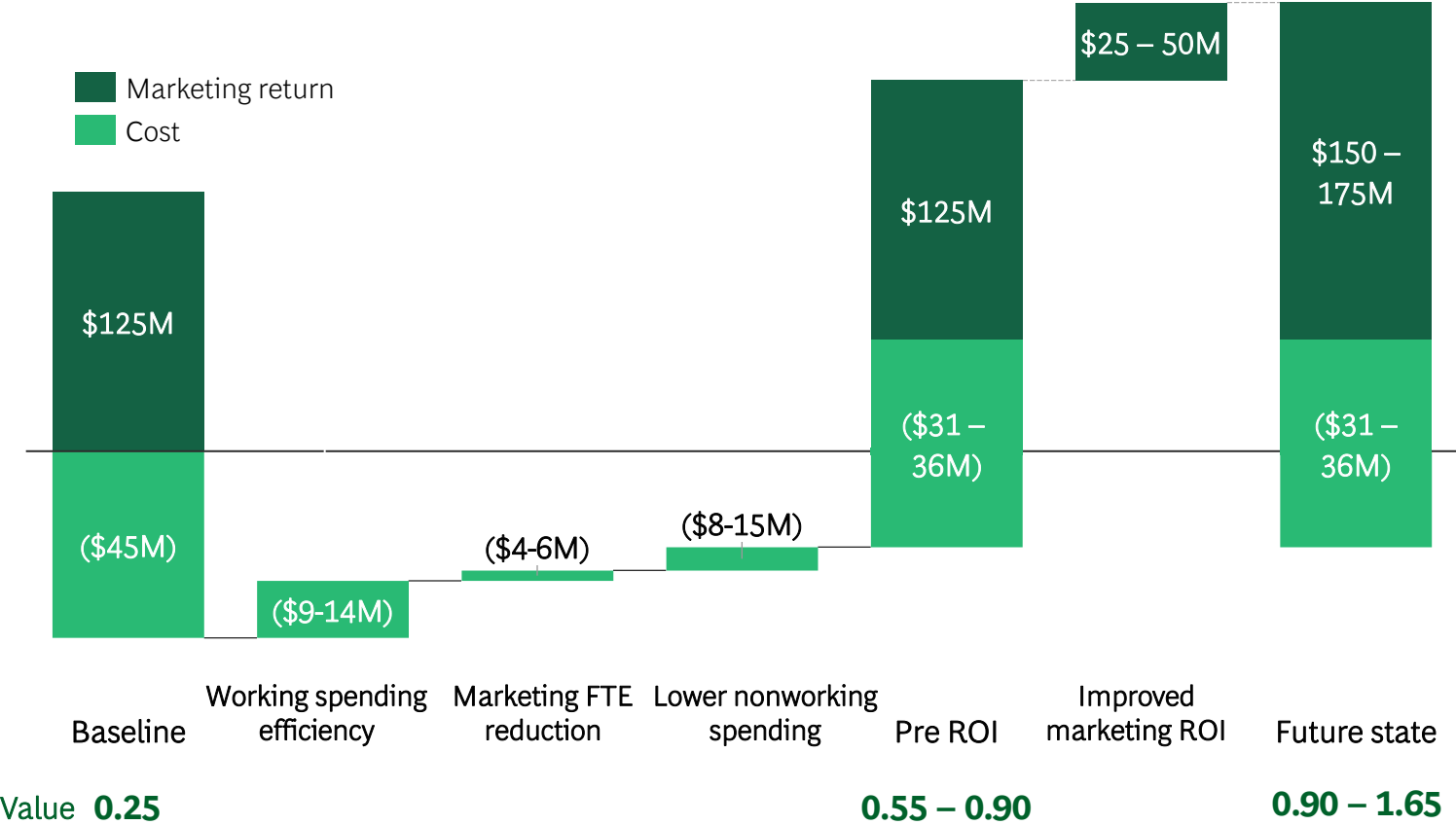
- **+50-100% ROAS** across digital and earned media touchpoints through audience analytics and automated execution control
- **10x faster campaign go-live and up to 30% reduction of agency costs** through process automation



- **60% time reduction in E2E ideation** by leveraging virtual consumer panels and AI-based generation
- **+10-30% ROI** through AI and data driven allocation: right product, to the right consumer, on the right touchpoint
- **40% time reduction in day-to-day tasks** – perf analysis, reporting, planning

Value | Combined impact of these capabilities = 3-6x improvement on net contribution of marketing (working and nonworking)

Example for a company with \$1B of revenue that spends 5-15% of revenue on marketing



20 – 30%

Working spending efficiency

Faster content origination, production, and adaptation

15 – 25%

Marketing FTE reduction

Automation of day-to-day marketing tasks (reporting, checks, etc.)

25 – 50%

Lower nonworking

Lower spending on agencies for activation and concept/content creation

20 – 40%

Improved marketing ROI

Better allocation and activation decisions on current marketing spending

Note: Assumed baseline made up of \$1B total revenue, marketing total costs at 10% of revenue, internal people cost for marketing 2-3% of revenue, remainder of cost 40% nonworking and 60% working spending. Current marketing attributed revenue between 10 – 15%
Source: BCG experience

Future of art | AI drives faster creative content generation, unlocking personalization at scale for a spirits company



Illustrative BCG case example



**Impact
created**

80%

Reduction in time
spent on insights
to action planning

10x

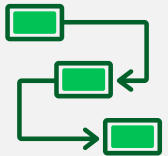
More assets variants

5-6x

Faster time to market,
from 18-month
to 3-month cycles

40-60%

Revenue upside



**AI
platforms**

'Big idea' generator
and tester

Generate consumer-
sensitive and brand
fit concepts

Brief generator

Automate briefing
incorporating
relevant insights

Content producer

Produce content with
multiple variants and
ongoing quality checks

Content adapter and
publication engine

Localize content to
channel and market and
automate dissemination

Further detail in next slides



**Operating
model**

Shift from siloed teams to **multifunctional teams** responsible for E2E processes (from insights to creation, activation, and optimization), with creatives becoming part of client engagement team

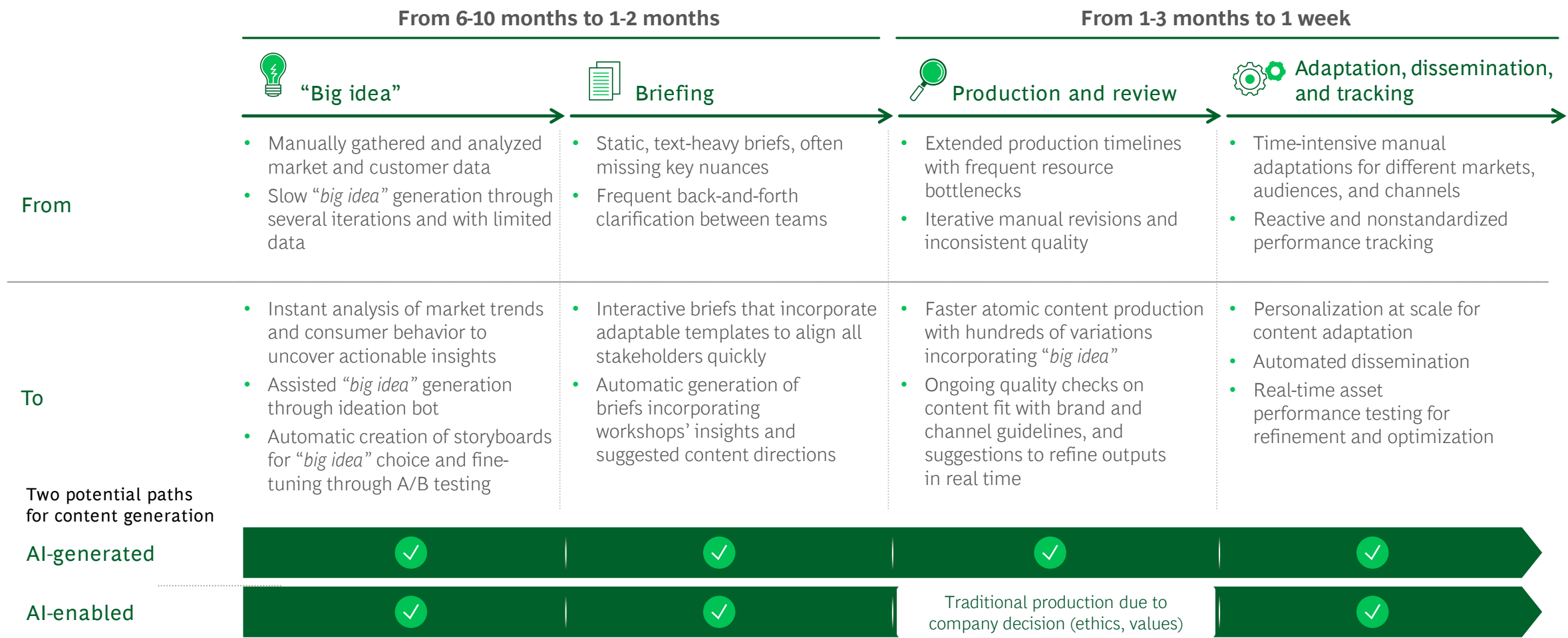
Teams upskilling, building deeper in-house capabilities and **reducing dependency on agencies**, resorting to them for “big creatives”

Increased importance of E2E **ownership of data-driven processes**

Future of art | GenAI enables more innovative, faster content creation relevant to your audience by transforming the E2E creative process



Illustrative BCG case example



Future of art | GenAI unlocks infinite content creation combinations and ensures brand alignment by embedding customers' emotions into the model



Illustrative BCG case example

GenAI drives faster content generation, enabling more variants and personalization at scale ...

Marketers and/or agencies concentrate their efforts on generating campaign concepts and ideas...

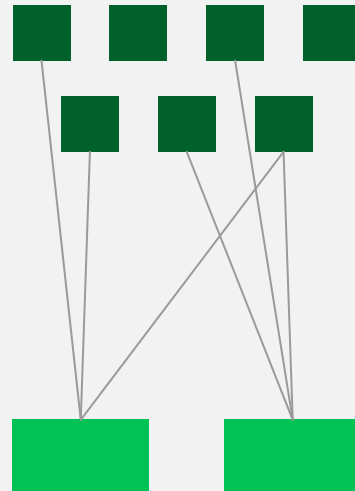
Atomic content

Modular and reusable content components that can be combined and customized

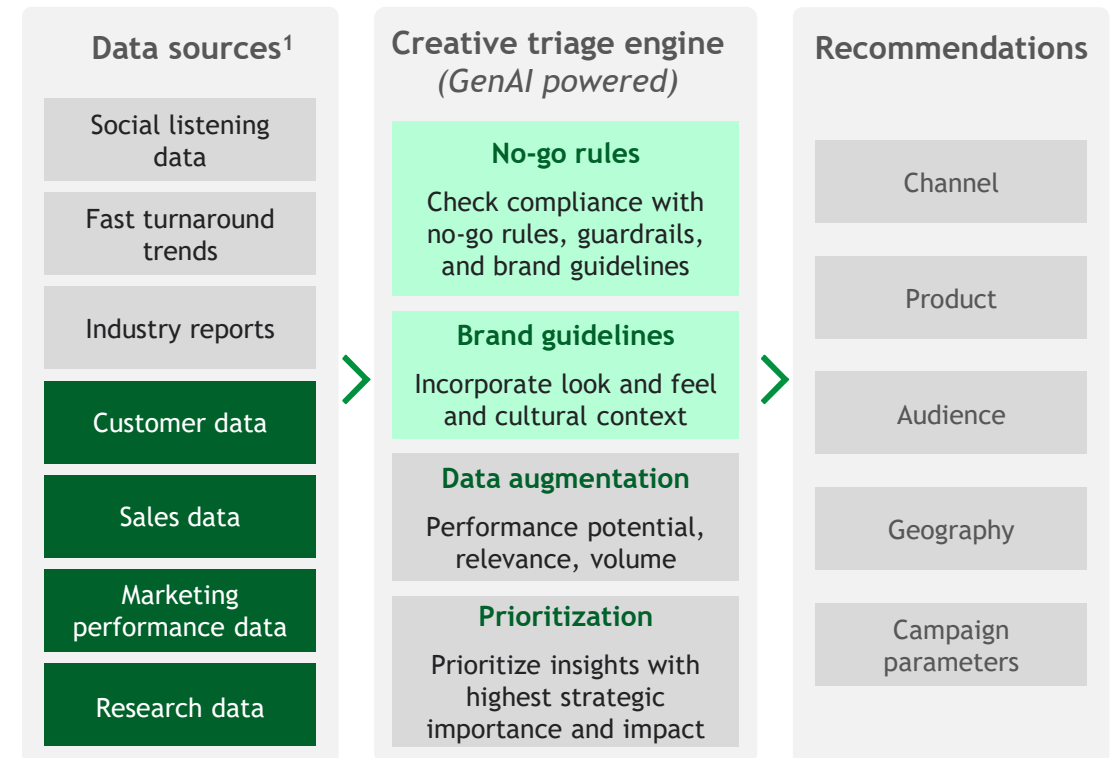
... which are then assembled by GenAI to produce final creative assets

Dynamic content

Campaign-ready content, personalized and localized across different cultural and interest-based segments



... and enforces strict brand guidelines and relevance to guarantee consistency despite volume using automation



Proprietary data

Enables 10x volume of content and 5-6x speed

Future of science | AI and capability building drives better media execution at scale for a beauty company



Illustrative BCG case example



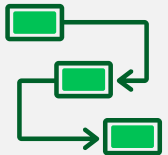
**Impact
created**

80%

ROI improvement digital
marketing (paid and earned)

30+%

Digital media efficiency
across platforms



**AI
platforms**

Audience
engine

Capture who the audience
truly is and what best
resonates with them

Execution
control engine

Monitor and optimize
campaigns' efficiency
in real time

Further detail in next slides

Omnichannel
measurement engine

Prioritize resources based on
expected touchpoint ROI



**Operating
model**

Upskilling marketers, **insourcing of activation and audience expertise**, RTB¹ buying internalized in complex geographies (e.g., US and China)

New engagement rules for agencies: Apply internal tech and KPI framework, tight optimization routines, controlled test and learn agenda

Brands share best-in-class **expert capability centers** at global and local levels

Future of science | AI enables end-to-end audience segmentation and activation



Illustrative BCG case example

Data capture engine

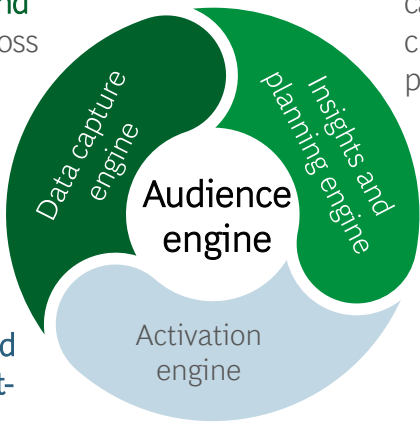
GenAI and advanced analytics enable **automatic and faster data capture and consolidation** at scale across several sources

Insights and planning engine

GenAI powers **accurate and real-time insights generation**, capturing market trends, customer behaviors, and platform targeting effectiveness

Activation engine

GenAI allows for **automated audience creation** and **best-fit activation approach** through industrialized use cases



~30%

Reduction in cost per view

~80%

Increase in ROAS

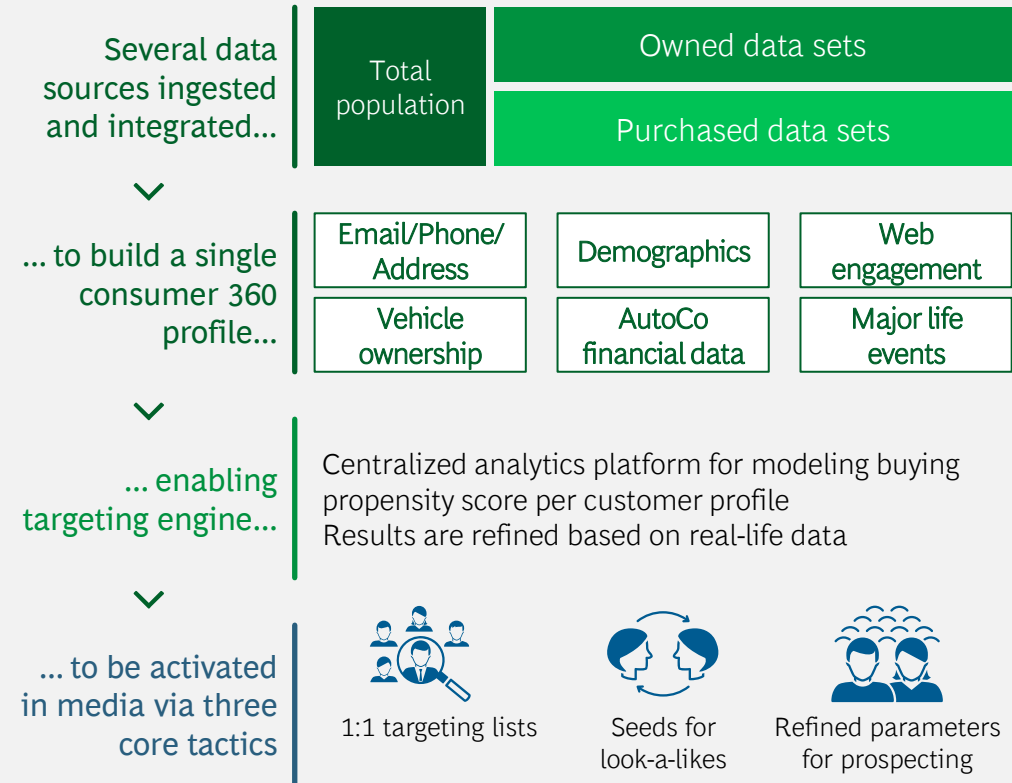
7pts

Sales uplift



Key impact

Example | E2E audience engine at global automotive



Future of science | GenAI facilitates campaign automation for mistake minimization and execution optimization



Illustrative BCG case example

Golden Rules dashboards

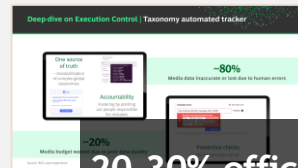
Automated checks on key compliance rules (QA and Golden Rules) to increase campaign efficiency and accuracy



15-30% efficiency gains on media KPIs

Set-up automation and QA

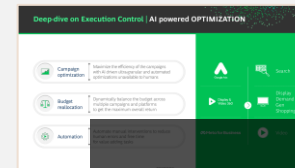
Automated checks on campaign set-up to increase overall media accuracy and quality by avoiding human mistakes



20-30% efficiency gains on digital media operations

Optimization assistant

Campaign efficiency optimization through automated recommendations on budget allocation and media trading



15-30% efficiency gains on media KPIs

Post-campaign analysis assistant

Consolidated insights and learning from several campaigns, enabling better decisions and continuous improvement



~60% time reduction in post-campaign analysis


Key impact

Future of orchestration | Two types of AI applications will shape the future of marketing orchestration



1

AI augmentation

AI tools that enhance marketers' abilities with deep analytics, predictive insights, and data-driven recommendations to strategically deliver the right products, timing, and channels for optimal customer engagement



2

AI automation

AI tools that independently plan, execute, analyze, and adapt marketing campaigns in real-time, automating interactions and seamlessly communicating strategic insights back to marketers

Future of orchestration—augmentation | Cutting-edge insights and analytics enable allocation and portfolio planning at a beverages company



Illustrative BCG case example

1 AI augmentation



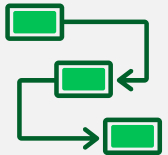
Impact created

10-30pp

Working allocation and portfolio improvement across channels

10-15%

Revenue uplift



AI platforms

Resource allocation

Optimized allocation with trade-offs by brand segment, channel, touchpoints, sales impact vs. consumer impact

Further detail in next slides

Consumer-led portfolio planning

Incorporated insights on consumer needs into concept generation to drive the right activation plan to win with the right consumers



Operating model

Common currency established across the organization, cascading in incentives across global and local, sales and marketing, internal and external

Data foundations and analytics team built, continuing to evolve analytics capabilities

Upskilling of full function on marketing effectiveness, **global COE built**

Future of orchestration—augmentation | GenAI enables data-informed decisions for optimal resource allocation



Illustrative BCG case example



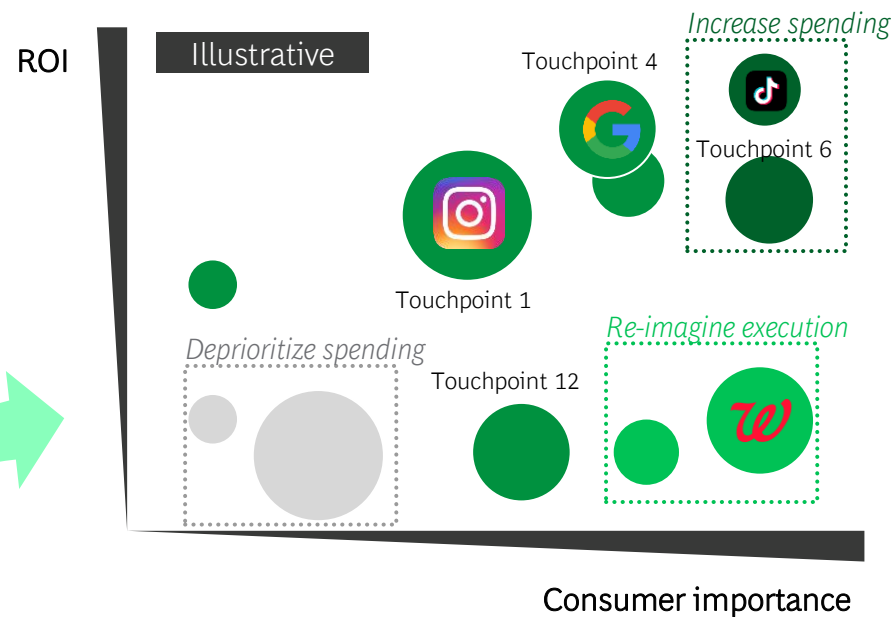
Internal data sources

- Consumer research
- Product information
- Financial information
- Marketing and sales execution
- ...



External data sources

- Sell-out and panels
- 3rd party variables (e.g., weather, inflation...)
- Competitor information
- ...



Investment decisions are made based on **ROI and consumer importance**, with **trade-offs** across the **portfolio** (sales and marketing touchpoints, channels)



Key impact

+4-8pp

Bottom-line or sales increase (depending on level of ROI and reinvestment)

+10-20%

ROI increase across all marketing and consumer-facing sales touchpoints

Future of orchestration—augmentation | AI utilization enhances portfolio management for faster time to market and higher impact



Illustrative BCG case example

Bringing internal intelligence and external information together...



Consumer demand space mapping



Previous concept tests



Brand assets



Legal and R&D checklists



Brand guidelines



Financial statements



Trends and social listening



Ratings and reviews



Panels and consumer research



Internal data



External data

... to support better-informed and faster decisions on portfolio management

New concepts to address white spaces

Positioning recommendations for existing products

Insights retrieval

Positioning ideation

Synthetic testing

GenAI supported



Key impact

-65%

Time reduction in E2E concept generation

while maintaining:

Quality: First-time pass rate for EPDs¹ and NPDs² on par with today

User satisfaction: All users confirm they would use the tool today

1. Existing product developments; 2. New product developments.

Future of orchestration—augmentation | AI will be used across all marketing roles, but level of automation will vary by specific role

Illustrative BCG case example

Level for GenAI-powered automation opportunity

2 AI automation



Insights, innovation, and product development

Innovation strategy	●
Brand strategy	●
Artwork design and content	●
Product concepts	●
Brand equity	●
Post-product launch	●



Content generation and campaign activation

Campaign optimization	●
Campaign planning	●
Objectives planning	●
Media campaign reporting	●
Content adaptation	●
Comms concept and brief	●

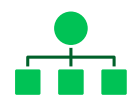


Business performance and reporting

Monthly brand performance	●
Annual planning	●
Market and consumer understanding	●
Strategic planning	●
Forecasting	●
Demand planning	●

GenAI opportunity: ● Very high ● High ● Medium

How to get it right | This is our perspective on winning with AI in marketing



Reshaping operating model

Rethinking role of media and creative agencies and shifting more global vs. local

- Rethink role of media and creative agencies and rules of engagement to ensure right control of processes and execution with internalization
- Re-evaluate global to local split given ease of dissemination and execution monitoring



Transforming skills and capabilities

Internalizing critical expertise and services, and streamlining project management and planning

- Build few, but strong internal expert capabilities to drive the best outcomes – on creativity, top platforms, and consumer insights
- Squeeze more from your core through productivity to rightsize the organization, making room to invest in tech and capabilities



Unlocking MarTech and GenAI

Increasing investment in marketing tech and AI, while reimagining governance

- Invest in marketing technology for best-in-class activation, faster content production, task automation, and data-driven orchestration
- Steer data as a collective asset to create a common language, ensure harmonization and democratization with a common data platform



Setting an end-to-end measurement frame

Establish holistic measurement across slow- and fast-moving metrics supported by right operating cadence

- Set up a comprehensive framework to include sales and brand health, campaign perf, omnichannel, attribution/liquid budgeting, & experiments
- Support measurement capability with key meetings including quarterly investment planning, monthly budget steering, and daily execution



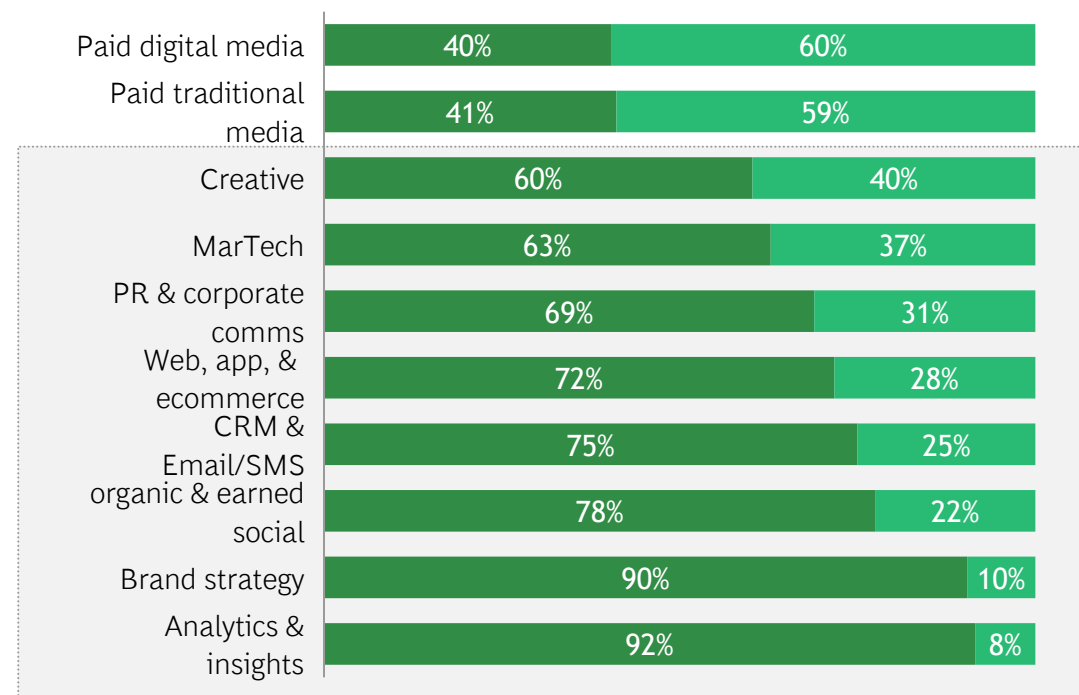
Aligning on unique company AI ethics

Implementing guiderails for how AI will/won't be used to align with brand identity

- Set up value-based guiderail creation sessions to decide which AI use cases align with brand (e.g., some companies elect not to create variations of imagery representing different demographics using GenAI)
- Continue to align on values and use cases as internal AI use increases

Operating model and skills | GenAI will push internalization of core marketing activities further, dependent on critical in-house capabilities

Marketing internalization is on the rise



■ > 50% of operating budget in-house ■ > 50% of operating budget outsourced

Source: GLG Marketing Org & Op Survey 2022 | BCG analysis

GenAI acceleration will continue to accelerate internalization across core areas



Creative/Content production

Increased internalization through building of new GenAI-enabled content hubs



Media







Increased internalization of planning and execution control across channels



Marketing technology

Increased investment, in-house control, and in-house build for key intelligence layers

Operating model and skills | Marketing will shift away from orchestration to science and art to drive ROI and maintain brand impact with AI

Capability	Evolution (% of marketing FTEs)	Future state	Output
 Orchestration	 40% <i>(down from ~70%)</i>	<ul style="list-style-type: none">• Build smaller and more senior broad-skilled teams• Automate half of day-to-day tasks• Augment decision making	Streamline and free up capacity to reinvest in science and art
 Science	 40% <i>(up from ~10%)</i>	<ul style="list-style-type: none">• Invest in deep execution capability across key touchpoints• Automate to enable scaled impact of top experts	Drive ROI through deep and scaled execution control and allocation control . Learn new touchpoints faster than competition
 Art	 20% <i>(stable to slightly declining)</i>	<ul style="list-style-type: none">• Integrate content vertically (from global to localization), automating adaptation• Invest in deep creative talent	Strengthen brand balance sheet through more differentiating brand voice and more homogeneous execution

Key



Increase



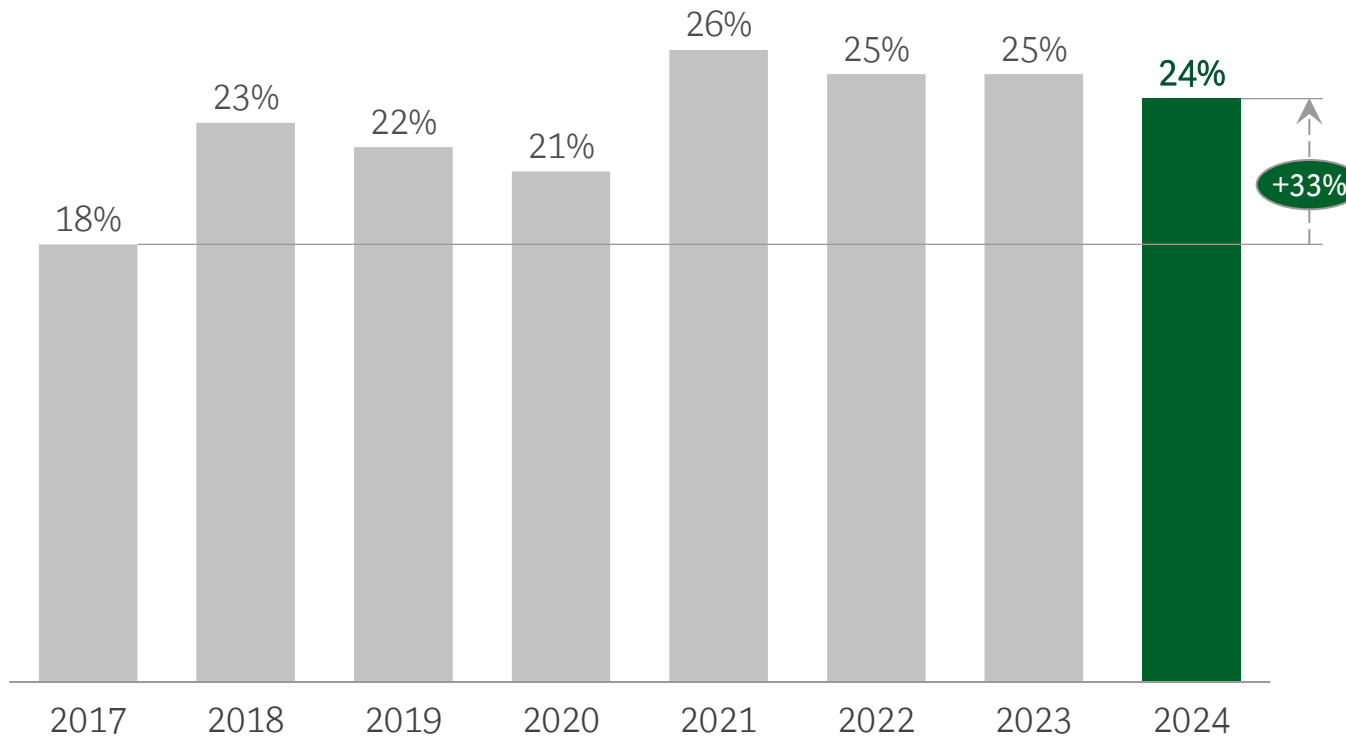
Decrease



Stable

MarTech and AI | MarTech investments are high and will stay high to fuel the AI marketing transformation

Investments in marketing technology¹
as % of total marketing budget



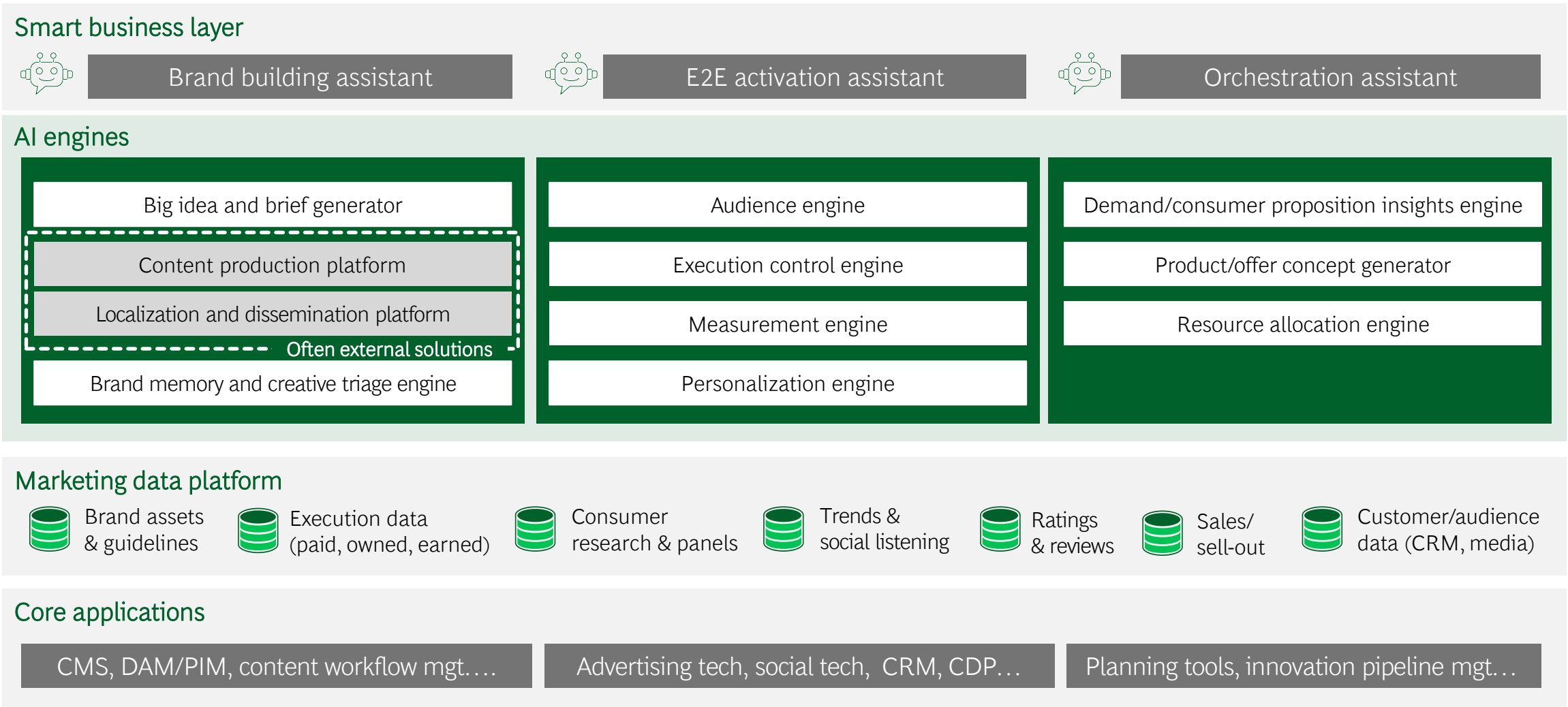
Source: BCG analysis, Gartner CMO survey 2023; 1. Marketing technology (MarTech) refers to the tools that help with marketing workflows; customer acquisition and retention; brand and communications; content and social; or data and analytics

Marketing technology spending is stabilizing at ~25% of the overall marketing budget, which is comparable to cost of labor and agency costs

CMOs need to:

- Rethink the marketing technology delivery model with end-to-end product teams across marketing and tech
- Invest in their business partnering relationship with CIOs/CDOs
- Invest in AI prompt design to ensure content aligns with brand message and guidelines (e.g., prompt engineering and testing, upskilling)
- Ensure there are strong marketing technology specialists in-house to maintain tight alignment of their tech stack with their priorities

MarTech and AI | Companies are increasingly investing in AI engines on top of core MarTech applications to provide marketers with assistants



Getting started | There are three ways to get started on your GenAI marketing transformation



Optimize PRESENT FORWARD

Generate quick wins in your marketing operations through fast AI optimizations

- Run activity-based mapping of marketers' time based on time spent, joy vs. toil, and automation potential
- Build detailed baseline of external spending (content, insights, media)
- Prioritize optimizations based on impact potential & adoption + automation ease



Vision FUTURE BACK

Imagine a disruptive vision of your function in 3-5 years and build roadmap to get there

- Build a target state of your function in 3-5 years
- Assess gaps in people, tech, data
- Develop a strategic workforce management plan to get to the target state
- Launch a transformation capability program to bridge the tech



Value proof LIGHTHOUSES

Get the momentum going by disrupting a first high-impact workflow end-to-end

- Pick 1-2 workflows that will drive immediate business impact – typically, media, content, or personalization
- Build a first showcase in a market or a brand
- Demonstrate impact, then scale gradually

BCG experts | Key contacts for AI marketing transformations

NAMR



Alex
Baxter



Lauren
Wiener



Matthew
Kropp



Mark
Abraham



Peter
Dewey



Ray
Yu



Silvio
Palumbo



Shelby
Senzer

EMESA



Amaryllis
Liampoti



David
Galley



Henry
Leon



Javier
Pérez
Moíno



Jessica
Apotheker



Leila
Hamidou



Nicolas de
Bellefonds



Nicole
Meissner

APAC



Jeffrey
Walters



Romain de
Laubier



Jiyeon
Song



Nimisha
Jain



Parul
Bajaj



BCG