

Bringing AI into Creative Workflows: Exploring Its Role in Marketing and Advertising Agencies

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Abstract

In a sector that evolves rapidly, such as Marketing, it is essential to identify opportunities to create a competitive advantage over other market players. Frequently, this advantage results from the adoption of emerging technologies. In this context, the sector has gradually integrated Artificial Intelligence into its daily activities.

This project aimed to identify opportunities to implement Artificial Intelligence solutions in a medium-sized Marketing and Advertising agency, with the purpose of increasing operational efficiency and enhancing creative capacity, thereby projecting a rejuvenated identity in the market.

The agency was primarily analysed through interviews conducted with all employees, including management, in order to gain a detailed understanding of workflows, critical points and areas for improvement. The interviews were analysed using thematic analysis, which allowed the main topics consistently mentioned by the participants to be identified.

Based on the insights obtained from the interviews, the areas with the greatest potential for applying Artificial Intelligence solutions were identified, namely the strengthening of technological literacy, support for brainstorming and content suggestion, image generation and editing and data-driven decision-making support. The work culminated in the development of an implementation framework for the proposed solutions, aligned with the agency's context and available resources.

Although the conclusions of this project could not be generalised, they were considered transferable to organisations with similar characteristics. However, the inherent subjectivity of research based on qualitative data was acknowledged, which required a critical interpretation of the results obtained. Finally, potential directions for future work were suggested, including implementing solutions in areas not yet addressed, quantifying the financial impact of the proposals, applying the process to larger agencies and investigating the effects of using Generative Artificial Intelligence tools on users' cognitive capacities.

Resumo

Num setor em constante evolução como o Marketing, é essencial identificar oportunidades para criar uma vantagem competitiva face à concorrência. Frequentemente, esta vantagem resulta da adoção de tecnologias emergentes. Neste contexto, o setor tem vindo, gradualmente, a integrar a Inteligência Artificial nas suas atividades diárias.

O objetivo deste projeto consiste em identificar oportunidades para implementar soluções de Inteligência Artificial numa agência de Marketing e Publicidade de dimensão média, visando aumentar a eficiência operacional e potenciar a capacidade criativa, projetando uma identidade rejuvenescida no mercado.

A análise da agência é desenvolvida principalmente através de entrevistas a todos os colaboradores, incluindo a administração, com o objectivo de compreender em detalhe os fluxos de trabalho, os pontos críticos e as áreas passíveis de melhoria. As entrevistas são analisadas segundo a metodologia de análise temática, permitindo identificar os principais temas referidos de forma consistente pelos participantes.

A partir do conhecimento obtido nas entrevistas, são identificadas as áreas com maior potencial de aplicação de soluções de Inteligência Artificial, nomeadamente o reforço da literacia tecnológica, o apoio à discussão de ideias e à sugestão de conteúdos, a criação e edição de imagens, bem como o suporte à tomada de decisão baseada em dados. O trabalho culmina na elaboração de um roteiro de implementação faseada das soluções propostas, devidamente alinhado com a realidade e os recursos disponíveis na agência.

As conclusões deste projeto, embora não generalizáveis, podem ser consideradas transferíveis para organizações com características semelhantes. Reconhece-se, contudo, a natureza subjetiva associada a uma investigação sustentada em dados qualitativos, o que requer uma análise crítica dos resultados obtidos. Por fim, são sugeridas direções para trabalhos futuros, incluindo a implementação de soluções em áreas ainda não contempladas, a quantificação do impacto financeiro das propostas, a aplicação do processo em agências de maior dimensão e a investigação dos efeitos da utilização de ferramentas de Inteligência Artificial Generativa nas capacidades cognitivas dos utilizadores.

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Today is the first day of the rest of my life.
Francisco Barros

"Somos obrigados a ser a nossa melhor versão de forma consistente."

Abel Ferreira

Contents

1	Introduction	1
1.1	Project Background and Motivation	1
1.2	The Project at XYZ	2
1.3	Project Objectives	3
1.4	Methodology	4
1.5	Dissertation Structure	4
2	Literature Review	5
2.1	The Role of Marketing in Organisations	5
2.1.1	From Traditional to Digital Marketing	6
2.1.2	Current Trends in Digital Marketing	6
2.2	Artificial Intelligence	8
2.2.1	Fundamental Concepts	8
2.2.2	Machine Learning as the Core of AI Applications	8
2.2.3	Deep Learning and Big Data	10
2.2.4	Generative AI	11
2.3	Applications of AI in Marketing	13
2.3.1	Marketing Process Automation	13
2.3.2	Personalised Content and Customer Experience	14
2.3.3	AI in Creative Processes	15
2.3.4	Data-Driven Decision Making	16
2.3.5	Benefits and Limitations	17
2.4	Challenges and Barriers to AI Adoption in Small and Medium Enterprises	17
3	Methodology	19
3.1	Research Design	19
3.2	Data Collection Methods	20
3.2.1	Interview Methodology and Rationale	20
3.2.2	Interview Protocol: Structure and Content	22
3.3	Data Analysis	24
4	Findings	29
4.1	Process Map: Diagram and Interpretation	29
4.2	RACI Matrix Insights	31
4.3	Interview Insights	32
4.4	AI Opportunity Areas	36
4.4.1	AI Literacy	36
4.4.2	AI-assisted Brainstorming and Content Suggestion	36
4.4.3	Image Generation and Editing	36

4.4.4	Data-Driven Decision-Making	37
4.5	Proposed AI Implementation Framework	37
4.6	Perceptions and Attitudes towards AI	40
4.7	Results	41
4.8	Summary of Key Findings	41
5	Conclusion and Final Remarks	43
5.1	Conclusion	43
5.2	Sustainability Development Goals Reflexion	44
5.3	Limitations	44
5.4	Future Research	45
	Bibliography	47
A	AI Definitions	55
B	Interview Template Worksheet	57
C	AI Literacy Training	59
D	Image Generation Tests	61

Acronyms and Symbols

AI	Artificial Intelligence
B2B	Business-to-Business
B2C	Business-to-Consumer
CEO	Chief Executive Officer
CRM	Customer Relationship Management
DBSCAN	Density-Based Spatial Clustering of Applications with Noise
GAN	Generative Adversarial Network
GDPR	General Data Protection Regulation
GenAI	Generative Artificial Intelligence
IAF	Inverse Autoregressive Flow
IoT	Internet of Things
KPI	Key Performance Indicator
LLM	Large Language Model
ML	Machine Learning
MMM	Marketing Mix Modelling
NLP	Natural Language Processing
PDF	Portable Document Format
RACI	Responsible, Accountable, Consulted, Informed
ROI	Return on Investment
SDGs	Sustainable Development Goal
SMEs	Small and medium enterprises
VAE	Variational Autoencoder

List of Figures

1.1	XYZ's Organisational Chart	3
4.1	Process Map developed for XYZ	30
4.2	RACI Matrix developed for XYZ	32
4.3	AI Implementation Framework developed for XYZ	39
B.1	Worksheet used to note the interview answers	58
D.1	Examples of Image Generation tests for different creative tasks using various GenAI tools - Part I	62
D.2	Examples of Image Generation tests for different creative tasks using various GenAI tools - Part II	63

List of Tables

2.1	AI taxonomy based on core and transversal domains and subdomains	9
3.1	Interview details by position and department	22
3.2	Interview questions by stage	23
4.1	Interview Insights organised by Theme	33
A.1	Different AI definitions, organised into four categories	55

Chapter 1

Introduction

This chapter introduces the project and lays the foundation for this master's dissertation. It covers the project background and motivation, followed by an overview of the company where the project took place. The main objectives are defined and the methodology used is explained. Finally, the chapter concludes with a brief outline of the dissertation's structure.

1.1 Project Background and Motivation

Marketing and Advertising are two pivotal subjects in today's society (Calvert, 2008). In a world where information flows rapidly and continuously (Castells, 2010), opportunities to engage with consumers and facilitate transactions are virtually endless. Marketing plays a fundamental role in managing the relationship between the company and the consumer (Moorman and Rust, 1999) and building lasting relationships between brands and their audiences (Keller, 2009). Advertising, as a key component of Marketing, enables organisations to impact consumer attitudes, perceptions and decision-making behaviour (Upadhyay, 2024).

Artificial Intelligence (AI) has existed for nearly a century (Haenlein and Kaplan, 2019), yet, like many transformative technologies, it has gained significant momentum only in recent years, especially following the rapid advancement of Generative AI (GenAI) (Sengar et al., 2024). AI's potential applications span across virtually all sectors of society and Marketing is no exception (Kumar et al., 2024).

Developing a comprehensive understanding of customers to facilitate personalised experiences is a key focus within Marketing and Advertising, a field progressively shaped by AI (Raji et al., 2024). The automation of repetitive tasks allows professionals to allocate greater focus to strategic planning and creative development (Pagani and Wind, 2024). Furthermore, AI supports the optimisation of both Marketing and Advertising efforts by leveraging data analytics to enhance targeting accuracy and campaign performance (Priyanka et al., 2023).

In today's highly competitive Marketing landscape, agencies face growing pressure to differentiate themselves in an increasingly saturated market. The rapid growth of the digital Marketing sector, coupled with the proliferation of new entrants, has intensified competition, making it more

challenging for agencies to maintain a unique position (Efrata et al., 2019). The market demands higher effectiveness values in Marketing campaigns, supported by advanced analytics and real-time optimisation (Arjunan and Lopez, 2023). At the same time, consumers expect timely and tailored communication that accurately reflects their preferences (Raji et al., 2024). A prominent current trend is the adoption of omnichannel strategy - reaching consumers through multiple digital platforms (Darvidou, 2024). Additionally, in a such competitive market, agencies must deliver high-quality services faster and more cost-effectively, calling for a better resource management (Baggs and Bettignies, 2007). It is also important to create ways to help overcome limitations caused by difficulty in recruiting or retaining skilled professionals (Bilan et al., 2020).

1.2 The Project at XYZ

Upgraide Artificial Intelligence is a start-up established in 2023 and publicly launched in March 2025. It specialises in developing and implementing intelligent AI solutions for businesses. Through Upgraide, an opportunity arose to collaborate with a Portuguese Marketing and Advertising agency, whose name is withheld for confidentiality and will be referred to hereafter as XYZ. This partnership explores the application of AI within the agency's operations, aligning the project's academic aims with real market needs and supporting the company's drive for innovation and modernisation.

XYZ is a Portuguese Marketing and Advertising agency headquartered in Porto. It was founded more than 30 years ago and has been continuously managed by its original founders. XYZ operates across six key areas, offering comprehensive services ranging from strategic communication planning and creative brand development to digital marketing and event production. The agency also specialises in media, campaign and project management, ensuring efficient coordination, resource allocation and successful achievement of client objectives. This integrated approach enables the company to deliver tailored solutions that address diverse client needs within a dynamic market environment. XYZ is recognised for its commitment to exceeding client expectations and demonstrates dedication and innovation in every project it undertakes. The agency's longevity contributes to its reputation as an experienced firm, but it may also foster a perception of limited innovation and resistance to change.

The organisational structure of XYZ is illustrated in Figure 1.1, which provides a visual representation of the key roles and reporting lines within the company. Today, XYZ employs approximately 20 people. The administration consists of three members: the Chief Executive Officer (CEO), the head of New Business, responsible for client acquisition, and the Creative Director. Both the CEO and the New Business lead also serve as Project Managers. The CEO is the key figure in the organisation, overseeing the work of the Project Managers, Creative Director and Production Director. The Strategy, Digital and Media departments, along with Administrative Services, report directly to the CEO. The Creative department, comprising four employees, is divided between graphic design and web design. It is important to note that the Strategy and Media departments are each staffed by a single person. Finally, the Production team consists of two employees, while Project Management includes four members, two of whom are administrators.

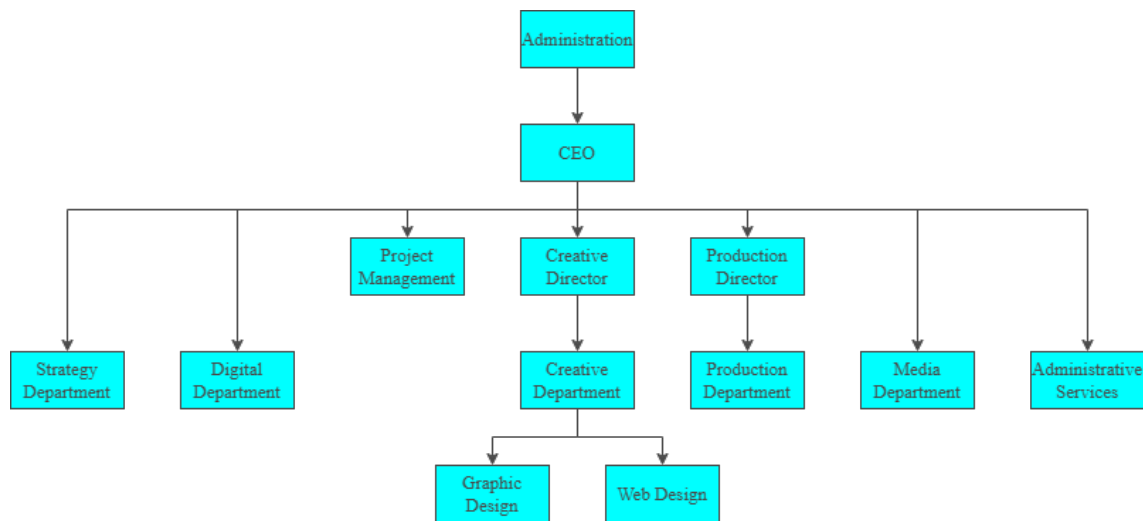


Figure 1.1: XYZ's Organisational Chart

XYZ is perceived in the market as an experienced and trustworthy player, recognised for consistently delivering work that meets established quality standards and client expectations. However, after more than 30 years of operation, in a market increasingly shaped by the entry of many new competitors, the agency has demonstrated a lack of innovation and distinctive services. These qualities are often offered by newer competitors, despite their lower reliability. Furthermore, XYZ demonstrates suboptimal efficiency not only in its operational processes but also within its creative workflows. Inefficiencies in both areas negatively impact the quality of deliverables and prolong project timelines, thereby diminishing the agency's competitive advantage.

1.3 Project Objectives

This project will be divided into two distinct phases. The first phase involves analysing the company's processes to identify critical areas where AI solutions can be effectively applied. The second phase focuses on researching and selecting the most suitable AI solutions that have the potential to deliver significant value to the agency.

Having this in mind, the following goals can be defined:

- Analyse and document XYZ's current critical operational and creative processes to identify inefficiencies and improvement areas.
- Evaluate the potential impact of AI adoption on the overall performance and competitiveness of the agency.
- Improve operational efficiency through the implementation of automation technologies.
- Enhance creative efficiency by introducing AI-driven tools and methodologies.

Those objectives aim to lead XYZ to a better operational and creative efficiency and to present itself to the market with a revitalised identity.

1.4 Methodology

This project adopts a qualitative case study approach to investigate and recommend AI solutions for a medium-sized Marketing and Advertising agency, in order to improve efficiency and boost creativity.

The research was conducted through semi-structured interviews with the entire XYZ workforce, including members of the administration. Data collection also involved the analysis of internal documents and reports.

The methodology seeks to explore the challenges and opportunities associated with AI adoption in Marketing processes, with a particular focus on operational efficiency and creativity. The collected data will be analysed using thematic analysis to identify recurring patterns and insights regarding the integration of AI in Marketing and Advertising contexts.

1.5 Dissertation Structure

This dissertation is divided into five different chapters:

1. **Introduction:** The present chapter provides an introduction to the project, offering context on the main themes and outlining the primary objectives.
2. **Literature Review:** The second chapter aims to review the theoretical background related to the project's main themes, specifically Marketing and AI.
3. **Methodology:** This chapter details the research design and methods adopted to address the project's objectives, explaining the rationale behind the chosen approach and describing the data collection and analysis procedures.
4. **Findings:** The fourth chapter presents the main results obtained from the research, highlighting key insights and linking them to the project's objectives.
5. **Conclusion:** This final chapter summarises the main contributions of the study, discusses its limitations and suggests directions for future research and practical implementation.

Chapter 2

Literature Review

This chapter outlines the theoretical foundation for the project. The first section examines the role of Marketing in modern organisations, followed by an overview of AI. Section 2.3 connects these topics by exploring how AI is applied in Marketing. The last section discusses the key barriers to AI adoption in small and medium enterprises (SMEs).

2.1 The Role of Marketing in Organisations

Marketing has taken on an impressive role in companies today. Instead of being considered one more function within a company, whose main goal was to support sales, Marketing has evolved to a strategic and company-wide discipline that shapes overall business direction (Moorman and Rust, 1999).

Durst (2022) considers Marketing actions any activity or action with the goal of promoting the purchase or sale of a product or service. Marketing involves promoting, selling and distributing products to consumers - Business-to-Consumer (B2C) - or businesses - Business-to-Business (B2B). With the ultimate purpose of improving the generated revenue for an organisation, Marketing plays a strategic role in driving business growth by aligning closely with sales and other departments to guide key decisions (Durst, 2022). Through approaches like social Marketing, service Marketing, green Marketing, holistic Marketing and direct Marketing, it supports long-term value creation and strengthens the company's market position (Durst, 2022).

The world of today is constantly reshaped by technology. Digital transformation is a process of enhancing an organisation by integrating information, computing, communication and connectivity technologies, resulting in substantial changes to its core functions (Paul et al., 2024). This transformation drives the development of innovative business models and redefines the customer experience, leading to the introduction of new processes and capabilities, changing the way value is generated and delivered (Cioppi et al., 2022). A key shift has been the growing level of personalisation provided by companies, as well as strategies aimed at improving the customer experience (Cioppi et al., 2022). Technologies such as AI, data analytics, the Internet of Things (IoT) and

cloud computing are transforming how marketing is strategised, executed and evaluated (Cioppi et al., 2022).

2.1.1 From Traditional to Digital Marketing

Durmaz and Efendioglu (2016) outline that Traditional Marketing aims to create the utility of time, place and possession to make products and services available when and where they are needed. At its core, this topic focuses on generating value for consumers and influencing their purchasing decisions, by shaping their perceptions (Durmaz and Efendioglu, 2016).

The introduction of television in western societies marked a turning point in the power balance between suppliers and consumers, as companies began to pursue strategies to influence potential buyers and convert them into clients (Durmaz and Efendioglu, 2016). The widespread availability of mass-produced goods prompted companies to adopt a more consumer-centric approach (Padual et al., 2024), prioritising the identification and fulfillment of customer needs.

In today's digital era, digital transformation has become a strategic priority for organisations striving to maintain their competitiveness (Agustian et al., 2023). The exponential advancement of technology has profoundly altered the way organisations across all sectors create value and manage their processes, driving the shift from traditional to digital marketing (Durmaz and Efendioglu, 2016). Advancements in information technology and the widespread use of broadband have significantly increased consumer access to online shopping platforms, forcing companies to establish a digital presence (Liu, 2024).

Technological progress since the early 21st century has deeply influenced all aspects of daily life and businesses have increasingly incorporated information and communication technologies into their Marketing strategies (Durmaz and Efendioglu, 2016). One visible outcome has been the transformation of Advertising practices: traditional advertisements in newspapers have been replaced by online advertisements (Ndadziyira, 2023) and the rise of social media enables companies to better analyse consumer behaviour and preferences, allowing for more personalised and targeted Marketing actions (Sharma and Ashfaq, 2023).

Unlike traditional Marketing, which primarily aimed to shape consumer perceptions, digital Marketing focuses on quickly responding to customer needs and engaging with them directly, while key advantage lies in reaching specific target audiences effectively, through tools such as social media platforms and search engines (Durmaz and Efendioglu, 2016).

2.1.2 Current Trends in Digital Marketing

The rapid evolution of technology and changing consumer behaviours have given rise to new trends in digital Marketing.

Personalisation in marketing refers to designing and delivering tailor-made products and services that meet the needs and preferences of individual customers (Chandra et al., 2022). Unlike the traditional one-size-fits-all approach, this strategy focuses on creating differentiated offerings for each customer (Chandra et al., 2022). Personalised Marketing takes advantage of customer data

to customise products, services or communication, thereby offering more relevant and valuable experiences and strengthening customer engagement and loyalty (Chhabria et al., 2023). Furthermore, Chandra et al. (2022) consider that content and products tailored to customer preferences can help reduce decision fatigue, simplify choice processes and lower the cognitive effort required from consumers during their purchasing journey.

As customer expectations for consistent and uniform experiences across different channels continue to increase, companies are required to create integrated experiences that align with the behaviours of today's digital consumers (Rodrigues and Coelho, 2021). Omnichannel Marketing is intended to offer customers a fluid and consistent journey, where transitions between online and offline channels are smooth and effortless, representing a significant change in the way businesses interact with their customers (Darvidou, 2024). This approach allows the customer to drive the engagement process, offering multiple ways to interact with a brand in different ways within a single experience. When customers encounter a consistent and personalised experience across different channels, they are more likely to feel valued and connected to the brand, increasing the likelihood of repeat purchases (Ghazian et al., 2025).

Leibtag (2014) defines content Marketing as a strategy focused on creating and sharing relevant, valuable content to attract, engage and retain a clearly defined target audience. It has emerged as an essential approach for companies aiming to improve their online presence and to build a closer relationship with their consumers. Content marketing operates as a vital link between brands and consumers, which enables interactions that go beyond mere transactions and contributes to the development of trust and long-term engagement (Rani, 2022).

Data-driven decision-making plays a critical role in maximising Marketing return on investment (ROI). By systematically leveraging data and analytical insights, organisations will be better prepared to make important decisions, Marketing campaigns will be more effective and overall business performance will improve (Rajan, 2024). Arjunan and Lopez (2023) defend that the key approaches that maximise ROI through data-driven decision-making include:

- **Data integration and Consolidation:** Combining data from multiple sources to provide a comprehensive view of customer behaviour.
- **Predictive Analytics and Modeling:** Using data analysis to forecast future trends and guide proactive marketing actions.
- **Segmentation and Personalisation:** Tailoring content and campaigns to address the specific needs of different customer segments.
- **A/B Testing and Experimentation:** Comparing different versions of marketing initiatives to identify the most effective solutions.
- **Marketing Automation and Optimisation:** Automating Marketing processes to increase efficiency and improve campaign management.

- **Continuous Monitoring and Optimisation:** Tracking performance metrics in real time to adjust strategies and improve outcomes.

2.2 Artificial Intelligence

2.2.1 Fundamental Concepts

Haenlein and Kaplan (2019) define AI as the capability of a system to accurately interpret external data, learn from that data and apply the acquired knowledge to perform specific tasks and achieve goals through adaptive and flexible responses.

The origins of AI can be traced back to the early 1940s. Haenlein and Kaplan (2019) describe the evolution of AI using the metaphor of four seasons. Spring (1950s–1970s) marked early optimism, with foundational ideas like the Turing Test. Summer (1980s–early 1990s) saw growth through expert systems and increased investment. Fall (mid-1990s–2000s) brought a realisation of AI’s limitations, leading to reduced enthusiasm. Winter (late 2000s–2010s) was characterised by stagnation and scepticism, though advancements in data and computing quietly set the stage for modern AI breakthroughs.

Russel and Norvig (2010) classify AI along two key dimensions: thought versus behaviour and human-like versus rational performance. These dimensions define four main approaches: systems that think like humans, act like humans, think rationally and act rationally. The first two are based on replicating human cognition or behaviour, often studied through empirical observation. The latter two emphasise ideal performance, grounded in logic, mathematics and computational models. Despite their methodological differences, all four perspectives have significantly contributed to the conceptual and practical development of AI. These different AI definitions can be observed in Appendix A.

To support a comprehensive understanding of AI, the European Commission’s Joint Research Centre (SAMOILI et al., 2020) proposed an operational AI taxonomy designed to classify AI-related research and industrial activities, outlined in Table 2.1. This taxonomy distinguishes between core and transversal domains, encompassing both theoretical foundations—such as reasoning, learning and perception—and broader societal and applied dimensions, including ethics, interaction and services.

2.2.2 Machine Learning as the Core of AI Applications

Machine Learning (ML) is defined by Mahesh (2018) as the process of letting machines efficiently interpret and learn from data, without being explicitly programmed. ML techniques can be applied to uncover meaningful insights in situations where underlying patterns are not evident after a manual analysis (Choudhury et al., 2020). The growing availability of large datasets (Choudhury et al., 2020) has contributed to the increased relevance and demand for ML, as various industries now rely on such techniques to extract valuable insights from complex data sources (Dritsas and Trigka, 2025).

Table 2.1: AI taxonomy based on core and transversal domains and subdomains

Category	AI Domain	AI Subdomain
Core	Reasoning	Knowledge representation Automated reasoning Common sense reasoning
	Planning	Planning and scheduling Searching Optimisation
	Learning	Machine Learning
	Communication	Natural Language Processing
	Perception	Computer vision Audio processing
Transversal	Integration and Interaction	Multi-agent systems Robotics and automation Connected and automated vehicles
	Services	AI Services
	Ethics and Philosophy	AI Ethics Philosophy of AI

Source: Reproduced from SAMOILI et al. (2020), *AI Watch: Defining Artificial Intelligence*, European Commission Joint Research Centre.

Sarker (2021) categorises ML techniques into four main types:

1. **Supervised Learning:** models are trained using labelled data to map inputs to corresponding outputs.
2. **Unsupervised Learning:** Involves identifying patterns in unlabelled data without human intervention or predefined output variables.
3. **Semi-supervised Learning:** Combines aspects of both supervised and unsupervised learning, leveraging a small set of labelled data alongside a larger pool of unlabelled examples.
4. **Reinforcement Learning:** Enables systems to learn optimal behaviours through interactions with their environment, guided by feedback in the form of rewards or penalties.

Sarker (2021) also points out different ML algorithms:

- **Classification:** Supervised learning technique used to assign input data to predefined categories. It is commonly applied in tasks such as spam filtering, sentiment detection and medical diagnostics. A range of algorithms—such as decision trees, logistic regression, support vector machines and k-nearest neighbors are employed depending on the data structure and desired level of interpretability.

- **Regression:** Designed to estimate continuous outcomes based on input variables. These methods are frequently used in domains like finance and Marketing to identify trends, forecast values or predict numerical outcomes. Examples of regression techniques include linear and polynomial regression, as well as regularised models, like LASSO and ridge regression.
- **Clustering:** Such algorithms fall under unsupervised learning and are used to discover natural groupings within datasets, without relying on labeled examples. This technique is widely utilised in areas such as customer segmentation, anomaly detection and behavioural analysis. Algorithms like K-means, Density-Based Spatial Clustering of Applications with Noise (DBSCAN) and hierarchical clustering are chosen based on the distribution and density of the data.

ML is widely applied across sectors due to its capacity for intelligent data-driven decision-making. It supports applications like fraud detection, consumer analytics, clinical diagnostics, product recommendations, cybersecurity and smart city infrastructure (Sarker, 2021).

2.2.3 Deep Learning and Big Data

Deep Learning is a subset of ML that uses layered neural networks, such as convolutional and recurrent networks, to automatically extract features from raw data (Mishra et al., 2021). It processes unstructured inputs directly, scales effectively with large datasets (Mathew et al., 2021) and reduces the need for manual feature engineering (Choudhary et al., 2022). Advances in computing hardware have further accelerated its development, as well as the increased available amount of data (Mathew et al., 2021). Katal et al. (2013) define Big Data as datasets that are so significantly big that data processing techniques are insufficient for effective analysis. It needs advanced technologies and techniques to extract meaningful information. It is associated with key characteristics - volume, velocity, variety, variability, value and complexity - that present significant analytical and computational challenges.

Teri et al. (2024) state that the integration of Big Data with Deep Learning has significantly advanced the capabilities and applications of modern AI systems:

- **Enhanced Model Performance:** Deep Learning models perform better with large datasets. Big Data enables these models to learn complex patterns, as seen in models like GPT-3, which are trained on extensive text data.
- **Unsupervised and Semi-Supervised Learning:** Big Data supports learning from unlabelled data, reducing the need for manual labelling. Techniques like Generative Adversarial Networks (GAN) and unsupervised models are being increasingly important, revealing patterns without supervision.
- **Transfer Learning and Pre-Trained Models:** Large datasets enable pre-training of models that can be fine-tuned for specific tasks.

- **Enabling Real-Time Learning:** Big Data allows real-time processing, in domains like finance and autonomous vehicles, where models must quickly analyse streaming data to make immediate and informed decisions.

Deep Learning is being applied across different fields, including computer vision, prediction, semantic analysis, Natural Language Processing (NLP), information retrieval and customer relationship management (CRM). It represents advancements in tasks such as image and speech recognition, classification, recommendation systems, as well as customer insight generation, extending beyond traditional ML applications (Shinde and Shah, 2018).

Najafabadi et al. (2015) present several challenges when adapting Deep Learning to Big Data. The need to process fast-moving data streams requires models capable of incremental learning and feature extraction, as in fraud detection. Another issue is managing high-dimensional data, such as images, which can slow down training due to the deep hierarchical structure of many neural networks. Additionally, optimising parameters and managing the computational demands of large-scale models remains a complex task, underscoring the need for ongoing advancements in Deep Learning architectures for Big Data analytics.

2.2.4 Generative AI

The recent explosion of AI is primarily attributed to the introduction of GenAI - AI systems capable of creating text and any kind of media, like images or videos, using generative models. These types of models learn underlying patterns and structures of their training data and use this understanding to generate new data, sharing similar features and characteristics (Sengar et al., 2024).

GenAI incorporates different types of media generation. Sengar et al. (2024) points out the following ones as the most significant ones:

- **GAN:** ML framework consisting of a Generator and a Discriminator. The Generator creates fake data, while the Discriminator distinguishes real from fake data. Both models improve through a zero-sum game, where the Generator refines its output until the Discriminator can no longer tell the difference, creating realistic synthetic data.
- **Transformers:** Model that, through self-attention and Multi-Head attention, learn dependencies and patterns between objects, regardless of their distance. In NLP, positional encoding is often added to track word positions in input sequences. Transformers are foundational in GenAI models that generate coherent text.
- **Variational Autoencoders (VAEs):** Encoder that compresses input into a latent space and a decoder that reconstructs it. Variance is introduced using a Gaussian distribution, aiming to generate outputs with similar mean and variance to the input, enabling the generation of new samples from learned data distributions.
- **Diffusion Models:** Designed to enhance the performance of GANs. Later, there was an introduction of Inverse Autoregressive Flow (IAF), a variant of diffusion models, as a building

block for generative models. IAF is a type of normalising flow, which learns complex probability distributions by transforming a simple base distribution into the target distribution through a series of invertible transformations.

Gozalo-Brizuela and Merchan (2024) divide the main GenAI applications in different areas:

- **Text:** GenAI, particularly conversational models like ChatGPT, has revolutionised tasks such as text summarisation, code generation or language translation. Powered by Large Language Models (LLMs), these models improve productivity and enable applications across various fields, including business, healthcare and science. They assist in tasks like medical advice, scientific problem-solving and writing assistance.
- **Image:** Image-GenAI can be applied in different ways. Platforms like Midjourney and DALL-E 3 have transformed artistic image creation with photorealistic visuals. Tools like Mage.Space and Night Cafe offer various artistic styles, while AI also aids in tattoo creation, meme generation and avatar design. Image editing tools, such as Alpaca AI and Photoroom, handle tasks like inpainting and background removal. Realistic models like GLIGEN, Imagen and Runway ML produce high-quality images, while design tools like Play and Autodraw optimise layouts and shapes from text or drawings.
- **Video:** Video generative AI is transforming storytelling and productivity with applications in digital humans, motion capture and video dubbing. Models like GeoGPT and SE3DS create high-resolution videos from images, while tools like Imagen Video and Runway Gen-2 generate videos from text and images. Platforms such as Synthesia and Tavus AI enable personalised and cost-effective video creation, with growing impact in education, tourism and news.
- **AI understanding:** AI has advanced in translating speech, images and videos into natural language, simplifying complex data. In speech-to-text, AI now achieves near-human accuracy (1.15% error rate). Tools like GriT and Flamingo turn images into text for object detection, while platforms like Primer AI and Speak AI analyse diverse data types in real-time. Gen AI also extracts information from Portable Document Format (PDF) files and transforms speech into text with added insights. Additionally, it is possible to convert table data and videos into text, improving decision-making and search efficiency.
- **Business:** GenAI is transforming business by automating repetitive tasks and creative processes, driving productivity, reducing costs and fostering innovation. Tools like Harvey for legal automation, Truewind for accounting and Waymark for generating ads streamline operations. AI also powers customer assistance through personalised chatbots (One Reach AI) and automates sales and Marketing tasks with tools like Jasper and Regie AI, improving efficiency across industries. Additionally, GenAI optimises research (Agolo AI, ArxivGPT), accelerates content creation (Tome AI, Decktopus AI) and enhances strategic

decision-making (Rationale AI). Applications extend to synthetic data generation (Hazy, Mostly AI) and travel planning (Roam Around, TripNotes).

- **Multimodal:** GenAI models are advancing to process multiple inputs, including text, images, audio and video. GPT-4 handles these inputs as a multimodal chatbot, while models like Kosmos-1 and Prismr excel in image captioning and object detection. PaLM-E integrates vision and language tasks for robotics and ERNIE supports text, images, audio and video in multiple Chinese dialects. Cloud services like NVIDIA Picasso and HuggingGPT connect AI models, optimising tasks and enhancing efficiency in areas like design and production.

GenAI, namely LLMs, faces challenges identified by Huang et al. (2025). Bias in training data can reinforce harmful stereotypes, while privacy issues arise from using personal data, exposing it to potential breaches. Global regulations, such as the European Union's AI Act and United States Federal Trade Commission guidelines, aim to ensure fairness and transparency, but consistent international cooperation is needed to address these challenges effectively.

2.3 Applications of AI in Marketing

2.3.1 Marketing Process Automation

The integration of AI in Marketing represents a significant shift in how businesses engage with customers and understand the market, as, traditionally, Marketing relied heavily on human intuition and conventional statistical methods (Potwora et al., 2024). AI enables businesses to plan, execute and evaluate strategies more effectively through ML, predictive analytics and data driven insights (Kaggwa et al., 2024).

The integration of AI into CRM and lead scoring has notably enhanced business strategies (Benjamin, 2025). Additionally, AI enables companies to personalise customer interactions, predict behaviours and optimise resource allocation, thereby improving sales processes, customer engagement and overall business efficiency (Rane et al., 2024). Benjamin (2025) points out the key applications of AI in these areas:

- **AI-Driven Data Analysis for Personalised Customer Interactions:** AI-powered CRM systems analyse customer data to provide personalised recommendations and messaging, which enhances customer satisfaction and increases conversion rates.
- **Predictive Customer Behaviour Insights:** AI provides predictive insights into customer behaviour, helping businesses identify upselling opportunities and manage churn risks.
- **ML Algorithms for Identifying High-Potential Leads:** AI analyses customer data to score leads based on their likelihood to convert, allowing sales teams to focus on the most promising prospects.

- **Automated Prioritisation Based on Data and Behaviour:** AI ranks lead in real time by evaluating customer interactions, ensuring that sales teams engage at the right time for higher conversion rates.
- **Improved Sales Efficiency and Resource Allocation:** By automating lead scoring and prioritisation, AI optimises resource allocation, boosts productivity and shortens sales cycles.

2.3.2 Personalised Content and Customer Experience

AI-driven personalisation leverages large-scale data analysis to adapt products, services and Marketing actions to individual customers' preferences (Raji et al., 2024). By processing data such as browsing history, purchase behaviour and demographics, ML algorithms enable businesses to deliver tailored content, recommendations and offers. This approach enhances the overall customer experience, leading to higher satisfaction, increased engagement and improved revenue (Bhuiyan, 2024).

In an age of information overload, Sodiya et al. (2024) argues that delivering relevant content has become critical to user engagement. AI meets this challenge through advanced personalisation techniques that adapt digital experiences to individual users (Raji et al., 2024). By analysing behavioural data such as browsing patterns, clicks and previous interactions, AI systems can determine user preferences and dynamically adjust what is shown (Ünlü, 2024). Techniques like collaborative filtering leverage the choices of similar users, while content-based filtering focuses on the characteristics of items a user has already engaged with. Real-time adaptation ensures that these systems respond instantly to user actions, refining recommendations and adjusting interfaces on the fly (Sodiya et al., 2024). Beyond suggesting products or media, AI also enables adaptive interfaces — changing layouts, features or even tones of communication based on user behaviour (Ünlü, 2024). Predictive personalisation further enhances this by anticipating future interests, offering proactive suggestions rather than reactive ones (Kotras, 2020). Together, these elements create a highly responsive and personalised environment that evolves continuously, improving usability, satisfaction and engagement across digital platforms (Sodiya et al., 2024).

AI-powered chatbots and virtual assistants have made personalised customer support more efficient (Bhuiyan, 2024). These systems offer real-time and customised assistance by addressing common inquiries, guiding purchases and suggesting relevant products. Available around the clock, they reduce response times and automate routine tasks, allowing human agents to focus on complex issues. This feature combines the operation streamlining with the improvement of the overall customer experience (Nze, 2024).

Basal et al. (2024) explain that dynamic pricing adjusts prices based on demand and several unpredictable and uncontrollable factors, aiming to maximise profits and minimise inefficiencies. AI-powered dynamic pricing enhances this by processing large amounts of data, enabling personalised pricing and automating adjustments. While it offers real-time price changes, it may raise concerns about fairness and price unpredictability for consumers. Unlike static pricing, AI-driven

dynamic price optimisation allows businesses to continuously adapt prices based on market trends and consumer behaviour, maximising profitability in real time.

2.3.3 AI in Creative Processes

AI, particularly GenAI and LLMs, has rapidly advanced in recent years, significantly impacting the creative industries. These technologies generate new content based on large and diverse datasets, offering novel forms of inspiration and enabling faster, more accessible creative production (Anantrasirichai et al., 2025).

The core purpose of graphic design is to communicate information, with text serving as a key element alongside visual components, like images and shapes (Günay, 2021). Effective layout depends on design principles such as spacing, contrast, colour harmony and visual balance to highlight key content and ensure clarity (Zou et al., 2025). Due to the complexity of combining these elements, Zou et al. (2025) divide research in graphic design supported by AI into two main areas:

- **Perception tasks:** Involve understanding design intent, requiring models to grasp fundamental design principles. This includes the analysis of non-text and text elements, layout structure and overall aesthetic quality.
- **Generation tasks:** Focus on creating design components, such as generating vector shapes, vectorising artistic images, producing and rendering text and generating layouts. Some works also explore aesthetic refinement, aiming to enhance the visual appeal of generated designs.

The adaptation of content creation appears as an essential task to evolve Marketing communication trends, contributing to maintain relevance and impact by adopting innovative approaches that enhance the customer experience and boost engagement (Murár and Kubovics, 2023). AI technologies and tools like virtual and augmented reality contribute to improving campaign effectiveness and to offer interactive, immersive brand experiences that capture consumer attention (Kumar et al., 2024). In a market as saturated as it is nowadays, creative and out-of-the-box Marketing communication that create greater value for the customer can be the key to standing out and beating the competition (Kovanoviene et al., 2021).

With recent advances in Deep Learning and NLP, AI text-to-image and text-to-video generators have become powerful tools for producing visual content from textual descriptions. These systems use complex techniques, such as attention-based recurrent neural networks, GANs and transformers to generate high-quality images and videos (Singh, 2023). Their development is motivated by the need to automate content creation efficiently and cost-effectively. In Marketing, they assist in designing product visuals and catalogues, but these generators are also used in other areas (Jadhav et al., 2024). Singh (2023) summarises key developments, challenges and future directions for both AI text-to-image and text-to-video generators:

- **AI text-to-image generators:** Combine NLP and computer vision to create images from textual input. These models have achieved impressive results in terms of image quality, diversity and photorealism, also offering interactive text-based image editing. However, their high computational demands remain a barrier to scalability and broader accessibility and their reliance on existing datasets limits their use in specialised domains. Future research should focus on improving efficiency, expanding applicability and increasing accessibility across diverse fields.
- **AI text-to-video generators:** These tools have gained attention for their potential to transform video production by enabling the quick creation of personalised content from text descriptions. While early models had limited quality and variety, recent advances using pre-trained language models, GANs and diffusion models have led to more realistic and diverse results. However, challenges remain, including high computational costs and difficulties maintaining coherence across video frames. Future research should aim to improve efficiency and reduce resource demands to make these tools more scalable and accessible.

2.3.4 Data-Driven Decision Making

Predictive analytics, powered by AI, is transforming how businesses understand and anticipate market trends, especially consumer behaviour (Okeleke et al., 2024). By analysing historical data with advanced models, it helps forecast future patterns, enabling companies to align products, services and strategies with evolving preferences, supporting targeted Marketing and product development (Ünlü, 2024). Accurate forecasts give businesses a competitive edge (Kolkova, 2020).

Bhagat et al. (2024) emphasise that, although customer segmentation has long been essential to Marketing, AI has significantly advanced this practice by enabling more precise and efficient analysis of complex data patterns. Through ML, businesses can identify detailed segments based on behaviours or other characteristics, leading to a deeper understanding that enables highly personalised campaigns that align with individual customer needs and motivations (Segun-Falade et al., 2024).

Quin et al. (2024) define A/B testing as a hypothesis testing method used to compare two versions of a software product in real-world conditions, ranging from minor interface changes to entirely new features, to evaluate their impact on user behaviour or performance. AI has significantly improved A/B testing by addressing the limitations of traditional methods, such as limited scalability, slow adaptability and basic statistical analysis. AI-enabled A/B testing automates experiment design, dynamically adjusts test parameters in real time and analyses large datasets more effectively using ML (Adeleke et al., 2022). This allows businesses to test multiple variables simultaneously, detect complex user behaviour patterns, make faster data-driven decisions and personalise testing based on user segments, improving both accuracy and user experience (Adeleke et al., 2022).

Marketing Mix Modelling (MMM) applies sophisticated econometric techniques and Marketing science to evaluate the effectiveness and impact of different Marketing strategies and Advertising efforts, including competitive actions, in driving both short-term and long-term sales and growth (Pandey et al., 2021). Its purpose is to help businesses identify which channels are most effective, addressing the common challenge of measuring the true ROI on each Marketing action (Kumar, 2022). The renewed interest in MMM is largely driven by improved access to high-quality, cost-effective data and advancements in AI-powered modelling techniques (Estevez et al., 2024).

2.3.5 Benefits and Limitations

Priyanka et al. (2023) highlights several key benefits that AI has brought to Marketing, including improved efficiency, better customer experience and increased profitability. By automating routine tasks like data analysis and customer support, AI boosts productivity and reduces operational costs. By enabling real-time personalisation, businesses can tailor messages and recommendations based on individual behaviour, which enhances customer satisfaction and loyalty. Additionally, AI helps optimise campaigns and drive higher revenue by targeting the right audiences more effectively and improving decision-making through advanced analytics.

On the other side, Kumar (2023) highlights several ethical concerns raised by AI in Marketing. Bias in models can perpetuate discrimination, leading to unfair treatment and potential legal violations, while privacy issues emerge from the extensive data collection, with risks of misuse or lack of consumer consent. AI's ability to manipulate consumer behaviour may take advantage of vulnerable individuals and its use for malicious purposes, such as spreading misinformation, is a growing concern. AI systems are also vulnerable to cyberattacks, which can lead to data breaches and threaten data security. Additionally, the lack of human interaction in customer service may reduce overall satisfaction.

2.4 Challenges and Barriers to AI Adoption in Small and Medium Enterprises

Despite the growing potential of AI to enhance business performance, many SMEs face significant challenges in adopting these technologies (Iyelolu et al., 2024). This section outlines the key barriers that restrict AI adoption in SMEs:

1. **Cost of AI Solutions and Infrastructure:** A major barrier to AI adoption in SMEs is the high cost of implementation. AI systems often require significant investment in software, specialised hardware and skilled human resources (Mohib et al., 2025). Unlike larger organisations, SMEs typically operate with limited budgets and have less capacity to absorb the financial risks associated with adopting new technologies (Kurniasari et al., 2023). Ongoing costs related to maintenance, updates and system scalability further discourage adoption. These financial constraints point to the need for more accessible and affordable AI

solutions designed specifically for the needs and capabilities of smaller businesses (Mohib et al., 2025).

2. **Integration with Legacy Systems:** Successful implementation of digital technologies requires management to account for existing legacy systems, business processes and organisational structures (Loonam et al., 2018). In the context of SMEs, this presents a particular challenge, as managers are often well-acquainted with traditional systems, but lack sufficient awareness of the capabilities and benefits of modern digital solutions. A lack of understanding can cause managers to underestimate the risks of sticking with outdated technologies and overestimate the challenges of adopting new ones, often leading them to focus more on perceived obstacles than on their own pivotal role in driving technological change within their organisations (Kallmuenzer et al., 2024).
3. **Data availability and quality:** One of the most common barriers to AI adoption in SMEs is the misalignment between advanced AI or ML methods and the organisation's existing data infrastructure (Aarstad and Saidl, 2019). Many AI solutions rely on a well-integrated and high-quality data ecosystem, which SMEs often lack (Khy, 2025). Factors such as data completeness, relevance (Mohammed et al., 2022) and bias (Norori et al., 2021) significantly influence the accuracy and effectiveness of AI outputs.
4. **Lack of Clear Strategic Vision for AI:** Iyelolu et al. (2024) consider that a lack of awareness and understanding of AI technologies among SME decision-makers presents a significant barrier to adoption. Many owners and managers struggle to grasp how AI can be applied within their specific business context, which can undermine confidence in making informed investment decisions. This knowledge gap contributes to hesitation and delays in implementation. Addressing this issue requires targeted educational initiatives and awareness programs to improve understanding and demonstrate the practical benefits of AI for SMEs.
5. **Fear of Job displacement and Employee Pushback:** Beyond technical capabilities, the successful adoption of AI in organisations is closely tied to individual perceptions, which can either facilitate or hinder implementation. Employees may express apprehension, particularly around fears of job displacement or diminished roles (Iyelolu et al., 2024). Concerns also arise regarding trust and reliability, as inconsistent or opaque AI outputs reduce confidence in these systems. This scepticism is reinforced when AI underperforms in critical tasks (Übellacker, 2025).
6. **Shortage of skilled personnel:** Kukreja (2025) identifies the shortage of skilled professionals a critical barrier to AI adoption in SMEs. These systems require expertise in areas that are often difficult for SMEs to access due to limited financial resources and their inability to offer competitive compensation. This talent gap significantly impedes the successful deployment of AI solutions, as implementation relies heavily on specialised knowledge.

Chapter 3

Methodology

In this chapter, the methodology followed in the project is thoroughly described. The research design is explained, as well as the rationale for its selection. The subsequent section covers the data collection methods, providing a comprehensive account of the procedure. Lastly, a segment is dedicated to the data analysis, which clarifies how raw data was transformed into findings.

3.1 Research Design

This research adopts a qualitative, exploratory case study design to investigate the integration of AI into the workflows of a Marketing and Advertising agency. A qualitative approach was chosen to capture organisational routines, personal interactions and perceptions surrounding AI adoption. The exploratory nature of the study reflects the fact that the integration of AI into creative workflows is still an emerging area with limited practical and academic guidance. Qualitative methodology offers valuable insights that are often inaccessible through other approaches, making it particularly well-suited for exploring human interactions, meanings and the processes underlying complex phenomena (Rynes and Gephart, 2004). Thus, this approach allows for a nuanced understanding of how AI is perceived and experienced within a real-world creative environment.

A single-case study was considered appropriate due to the need for close engagement with the organisation and access to in-depth, context-specific information (Yin, 2009). The selected agency provided full access to employees and leadership, enabling a comprehensive understanding of internal workflows and team dynamics. Importantly, the agency includes individuals from diverse professional backgrounds and with varying levels of familiarity and openness toward AI, contrasting with environments where attitudes are more uniformly enthusiastic or resistant. This diversity allowed for a richer exploration of perspectives. While the findings are limited to one organisation, they offer transferable insights for similar agencies exploring the integration of AI into creative environments.

The case boundaries were defined by a focus on the agency's internal operations during March and April of 2025. The study included all full-time employees across departments, as well as the

entire leadership team. Its scope was intentionally limited to internal processes and employee perceptions. External stakeholders, such as clients, suppliers or technology providers, were excluded from the analysis. Moreover, the research did not seek to evaluate the technical performance of AI tools, but rather to investigate their perceived potential within the context of day-to-day work.

It is important to say that the primary focus of this study is to understand the company's workflows, the different perceptions of its employees and the potential opportunities for integrating AI into creative processes. Rather than evaluating the technical performance of a certain tool, the research explores how those technologies are received, interpreted and positioned within the organisation's daily operations.

3.2 Data Collection Methods

The primary data for this research was collected through individual interviews enabling to uncovering underlying meanings and generating new insights. A qualitative approach is justified by the need to develop a detailed and in-depth understanding of the agency's business operations, workflows and organisational environment (Creswell, 2014). Additionally, the complexity of the agency's context makes it difficult to define straightforward Key Performance Indicators (KPI) that would be meaningful or effective. When properly conducted, this research type deepens understanding of a situation by exploring the perspectives, values and social contexts of those involved, which is central to this case study but not intended to generate definitive conclusions or dictate final decisions (Creswell, 2014).

Prior to the interviews, it was necessary to gather supplementary information to prepare for the subsequent stages and to develop a comprehensive understanding of the company. Two preliminary meetings were held with the CEO, during which she explained all aspects of XYZ's business operations. These meetings also served to discuss and formally approve the goals of the project. In addition, internal documents were obtained and reviewed to support an in-depth understanding of the company's workflows and procedures. The information obtained from these sources guided the development of the interview guide, ensuring that the questions were relevant to the agency's actual operations and used terminology familiar to participants. They also enhanced the contextual sensitivity of the interview process, enabling more focused and meaningful exchanges with participants. Later, during the analysis phase, these materials were revisited to cross-check specific procedural descriptions mentioned in the interviews and to reinforce the consistency and reliability of the emerging themes.

3.2.1 Interview Methodology and Rationale

The interviews in this study were designed to be characterised as semi-structured and in-depth.

Mashuri et al. (2022) describe semi-structured interviews, highlighting their flexibility and open-ended nature, in which the interviewer follows a guide with pre-determined themes or questions, allowing for deep exploration of a topic. While the interview follows a general structure, it also allows the interviewer to adapt by introducing new questions based on the responses of the

participant. This method is particularly valuable for exploring the perspectives and experiences of interviewees in a more dynamic manner, facilitating the discovery of insights that may not be captured in more structured formats, like questionnaires.

Boyce and Neale (2006) define in-depth interviews as a qualitative research method involving detailed, one-on-one interviews with a small number of participants, aimed at exploring their perspectives on a specific idea, program or context. Although this method offers several advantages - such as flexibility in exploring different topics and the ability to investigate not only behaviours but also the attitudes and motivations behind them - its greatest strength lies in its capacity to create a comfortable environment. As trust develops between interviewer and participant, individuals tend to feel more at ease, which encourages the disclosure of deeper and more reflective insights that might not surface in other research settings. This quality makes in-depth interviews particularly valuable for studies that seek to understand complex or sensitive aspects of human experience.

The interviews were conducted individually with the entire workforce of XYZ at the agency's headquarters. At the time of the interviews, XYZ had a total of 18 employees, including the Administration, who also hold executive roles. Interviewing all employees was considered essential to capture diverse perspectives and minimise selection bias by avoiding the generalisation of findings from specific individuals (Patton, 2015), which ensures a comprehensive understanding of workflows across roles and seniority levels. Individual interviews were chosen to allow participants to express themselves freely, without the presence or influence of colleagues or superiors. Each meeting took place in a private room with only the interviewer and the participant present. The familiar setting and one-on-one format contributed to a relaxed atmosphere and all participants appeared fully at ease in the space where the interviews occurred, which encouraged open and honest conversations (Westland et al., 2024).

The interview duration ranged from 19 to 113 minutes, with most lasting between 40 and 70 minutes. On average, each interview took approximately 56 minutes. This variation in duration reflected the differing levels of detail provided by participants, as well as the complexity of their roles within the organisation. All meetings were conducted throughout the month of March, following the CEO's formal announcement of the project to the agency at the beginning of the month. A day before the first round of interviews, a project presentation was delivered to the entire team. This session served to clarify the objectives of the research, explain the process and address any questions or concerns, helping to create a shared understanding of the initiative across the organisation. Table 3.1 provides a summary of the interview details, including position, department, number of participants per position and duration. The administrators were included in their executive roles (CEO and Project Manager).

To allow the interviewer to remain fully focused on conducting the conversation, the meetings were audio-recorded and analysed afterward. Prior to each interview, participants signed an informed consent form, permitting the recording. Anonymity and confidentiality were maintained throughout the study and participation was both voluntary and non-intrusive. No additional ethical approval was required by the institution.

Table 3.1: Interview details by position and department

Position	Department	Number of participants	Duration (minutes)
CEO	-	1	105
Project Managers	Project Management	3	75, 55, 62
Strategy Department Member	Strategy	1	113
Creative Director	Creative	1	70
Graphic Designers	Creative	3	40, 66, 28
Web Designers	Creative	2	56, 41
Digital Department Members	Digital	2	44, 37
Production Director	Production	1	43
Production Department Members	Production	2	42, 19
Media Department Member	Media	1	81
Administrative Assistant	Administrative Services	1	27

3.2.2 Interview Protocol: Structure and Content

The structure and content of the interviews were guided by an interview protocol developed specifically for this study. Its design was informed by the project's objectives, insights from preliminary meetings with the CEO and a review of internal documents that shed light on XYZ's workflows and communication practices. This approach ensured that the questions were contextually relevant and employed terminology familiar to participants. The guide supported a semi-structured interview format, promoting consistency across sessions while allowing flexibility to explore emerging topics introduced by interviewees (Mashuri et al., 2022). The interviews followed a three-part structure designed to create a connection, investigate the operational context and gradually introduce the topic of AI.

The meeting began with warm-up questions designed to establish a rapport between the interviewer and interviewee, what motivates respondents to answer truthfully and remain engaged until the end of the interview (Horsfall et al., 2021). These included non-study-related prompts that varied from participant to participant. However, each interview consistently included a question about the participant's path to joining XYZ and how they came to be part of the agency.

The second phase involved questions aimed at understanding the participant's work in detail, including specific tasks, workflows, routines, methods, communication channels, challenges and inefficiencies. Participants also discussed their experiences working within their teams, particularly in the context of diverse personalities, professional backgrounds and age groups. Additionally, they were asked which technological tools they use on a daily basis and invited to provide feedback on those tools.

The latter phase focused on AI. Participants shared their opinions, past experiences and views on potential opportunities for implementing AI within the agency. To conclude the interview, they were asked to give their general impression of working at XYZ and to identify one change they would make immediately, if given the opportunity.

As the interviews followed a semi-structured format, some questions not included in the original guide emerged naturally during the conversation, allowing for deeper exploration of relevant topics (Mashuri et al., 2022). Table 3.2 presents the full list of prepared questions from the interview guide.

Table 3.2: Interview questions by stage

Interview Stage	Question
1. Warm-up	How long have you been employed with the company?
	What led you to pursue a career in Marketing and Advertising?
2. Workflows	Could you describe your role within the company and the department you work in?
	What are the main tasks you are responsible for and which aspects of your work do you find most enjoyable?
	Which individuals or teams do you communicate with most frequently and what methods do you typically use?
	What are the key challenges you encounter in your role?
	Could you describe a typical day in your routine at work?
	What technological tools do you rely on most frequently in your daily tasks?
	How would you assess your experience working within your department?
	How do you manage working with colleagues from different backgrounds and work methods, particularly with an age gap?
	Do you have any tasks that you consider repetitive or time-consuming? Are there inefficiencies that you have identified?
3. AI Experience	Have you had any experience with artificial intelligence tools or applications in your work?
	Do you use platforms like ChatGPT or other LLMs?
	How do you approach the process of building prompts?
	Are you aware of any AI tools or technologies that could potentially enhance or support your work?

3.3 Data Analysis

Thematic analysis is defined by Braun and Clarke (2006) as a qualitative method for identifying, analysing and reporting patterns or themes within data. It was selected for this study due to its flexibility and adaptability to a range of research contexts (Braun and Clarke, 2006). This method is particularly well-suited to exploratory studies such as this one, where the goal is to capture diverse viewpoints and uncover underlying patterns in perceptions and experiences (Braun and Clarke, 2006), aligning with the primary aim of this research: understanding organisational workflows and identifying potential opportunities for AI integration.

The analysis followed the six phases proposed by Braun and Clarke (2006): familiarisation with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes and producing the final report. These phases provided a structured yet adaptable framework for interpreting the interviews. What follows is a detailed account of how each phase was applied in this study, from initial transcription to the development of final themes.

1. **Familiarisation with the Data:** The goal of this stage was to immerse oneself in the dataset and develop a comprehensive understanding of its content, tone and context. As the interviews were audio-recorded, transcription was necessary. This task was carried out using internally developed software from Upgrade Artificial Intelligence - an AI-based tool capable of transcribing audio and video files. The tool proved highly useful, offering significant time savings. Riessman (1993) considers that, although transcription is often considered a laborious and repetitive task, it also provides a valuable opportunity to engage closely with the data. Acknowledging this, the researcher listened to each recording at least once, manually noting summarised responses to each question in a prepared worksheet template, which is included in Appendix B. This approach allowed the researcher to retain the key benefits of transcription, such as familiarity with tone, emphasis and context, while adopting a more time-efficient method.
2. **Generating initial codes:** This stage aimed to identify and label meaningful features across the dataset that are relevant to the research question. The coding process was guided by an inductive approach, enabling patterns and categories to emerge organically from the data rather than being shaped by theoretical frameworks (Braun and Clarke, 2006). The analysis was conducted primarily at the semantic level, attending to the explicit content of participants' accounts. Nonetheless, certain latent elements were also considered, particularly when implicit meanings surfaced consistently across multiple interviews. Although participants used everyday language, repeated mentions of problems in daily work helped identify more refined themes that reflected deeper patterns. All transcripts were manually coded using a spreadsheet. The coding process was carried out iteratively, with each transcript reviewed line by line. Codes were assigned to short segments of text that conveyed distinct and meaningful ideas, each linked to the corresponding interview and the page number where the excerpt appeared. This ensured traceability and facilitated retrieval during later

stages of the analysis. When a segment reflected more than one idea or theme, multiple codes were applied. In cases where additional context was necessary to preserve meaning, surrounding text was also included. Following the initial round of coding, the researcher returned to the worksheet of summarised responses to verify that no relevant content had been missed during the transcript-based coding. This step served to validate the completeness of the coding and confirm consistency with the participants' key contributions.

3. **Searching for themes:** The third phase focused on organising the initial codes into meaningful patterns that began to represent significant ideas or issues emerging from the data. The first step involved classifying codes based on the scope of their relevance: whether the issue they represented was specific to a single department, spanned multiple departments or had implications for the organisation as a whole. This categorisation clarified the organisational impact of each code and drew attention to both localised and cross-functional concerns. Subsequently, codes with similar content or focus were grouped together to form preliminary themes. These clusters were formed based on conceptual similarity and their recurrence across interviews. As the groupings took shape, provisional labels were assigned to capture the central idea of each emerging theme. Each candidate theme could also include one or more subthemes, derived from the nuances present in the initial codes. This two-stage approach enabled a systematic progression from individual codes to broader thematic categories, setting the foundation for refinement in the following phases.
4. **Reviewing themes:** The fourth phase involved a thorough review and refinement of the initial themes to ensure they were coherent, distinct and firmly rooted in the data. Each theme was re-examined by revisiting its associated codes and extracts, with a focus on maintaining internal consistency and conceptual clarity. Where codes did not align well with the developing themes, they were reassigned, merged with other themes or removed altogether. The themes were then considered in relation to the full dataset, to confirm that they captured recurring patterns across participants. This stage also led to further reorganisation of the thematic structure, as overlaps were addressed and boundaries clarified. A key criterion for retaining a theme was its potential to inform opportunities for AI implementation within the agency. However, themes not directly related to AI were also retained when considered analytically relevant, though they fall outside the focus of this study. The outcome of this process was a more refined and coherent set of themes, ready for final definition and analysis.
5. **Defining and naming themes:** The primary objective of this phase was to determine the core meaning of each theme and assign it a clear and appropriate label. Each theme was revisited one last time, with close attention paid to the alignment between its associated codes and any sub-themes. The boundaries between themes were refined to prevent conceptual overlap and to ensure that each theme captured a distinct dimension of the data. A key consideration in this stage was the clarity of each theme's title, ensuring that it succinctly conveyed the central idea in a way that would be immediately understandable to the

reader. Wherever possible, theme names reflected XYZ's internal vocabulary to preserve contextual relevance and ensure accessibility, rather than adopting more technically precise but less familiar terminology. Once all themes had been defined, their names were reviewed collectively to confirm that they were mutually distinctive, accurately representative and consistent within the overall thematic framework.

6. **Producing the report:** The sixth and final phase involved the synthesis and presentation of a coherent and analytically robust account of the findings. The identified themes were organised according to distinct areas of intervention, thereby aligning the results with key operational domains within the agency. While the principal objective of the analysis was to examine opportunities for AI implementation, the report also incorporated additional findings considered significant, even if not directly related to AI. To preserve organisation, a clear distinction was maintained between AI-related and non-AI themes throughout the reporting. Each theme was substantiated by selected interview excerpts, chosen for their clarity, representativeness and capacity to exemplify the underlying concept. These quotations served both to evidence the analytical claims and to demonstrate the grounding of themes in participants lived experiences. In all cases, the selection and presentation of excerpts preserved participants' anonymity and maintained strict confidentiality. The final report presents these themes as a series of actionable insights, offering a qualitative foundation for AI-related strategic planning, while simultaneously contributing to a broader understanding of organisational practices and dynamics.

In addition to producing a structured report of findings, the thematic analysis provided the necessary insights for the development of a series of supporting documents intended to deepen the researcher's own understanding of XYZ's internal processes and workflows. These outputs, informed by the themes identified during the analysis, enabled a more comprehensive and structured grasp of the organisation's operational dynamics.

- **Process Map:** Mandelburger and Mendling (2013) consider process maps structured visual representations that provide a comprehensive overview of an organisation's operational workflows. They are instrumental in conveying how an organisation functions at a macro level, without focusing on granular procedural details. Typically, process maps categorise different types of activities, placing particular emphasis on core processes, those that directly contribute to revenue generation. In contrast, non-core processes are those that support, manage or assess the performance of core activities, playing a crucial role in ensuring overall operational effectiveness.
- **RACI Matrix:** Suhandi and Pratami (2021) present the RACI matrix (Responsible, Accountable, Consulted, Informed) as a widely used tool for clarifying roles and responsibilities within a project to support the effective allocation of resources by clearly mapping each task to the individuals or teams involved. The matrix helps define who is responsible for executing the task, who is ultimately accountable, who should be consulted for input

and who must be kept informed. By establishing these distinctions, the RACI matrix facilitates more efficient communication and coordination among project stakeholders, ensuring greater clarity in decision-making and execution. The RACI Matrix defines four key roles that clarify responsibilities within a project:

1. **Responsible:** Assigned to the individual(s) or organisational unit responsible for executing and completing the task. They are directly involved in carrying out the work.
2. **Accountable:** Designated to the person or entity that holds ultimate ownership of the task or decision. This role includes the authority to delegate responsibilities and assumes full accountability for outcomes.
3. **Consulted:** Attributed to individuals or departments with relevant expertise who are engaged to provide input and guidance. Their involvement is essential to ensure informed decisions and task quality.
4. **Informed:** Assigned to stakeholders, either individuals or units, who must be kept updated on task progress, decisions and changes. While not actively involved, they require timely and accurate information throughout the process.

To enhance the credibility of the findings, triangulation was carried out using the internal documents obtained during the initial stages of the project. These materials were used to cross-check the insights generated through the interviews. In addition, the process map and the RACI matrix were reviewed with the CEO. This engagement served as a form of senior stakeholder validation, helping to ensure that the representations of workflows and responsibilities accurately reflected the organisation's internal realities. Although this does not constitute full participant validation, it offered a valuable opportunity to assess the plausibility and relevance of the analytical outcomes from a leadership standpoint. It is also important to note that these documents reflect the actual, practical functioning of the company, rather than its ideal or theoretical operations.

Following the finalisation of the thematic structure, the identified themes were examined to determine which ones indicated tangible opportunities for AI integration. This process involved assessing the focus and content of each theme to identify recurring patterns of inefficiency, redundancy or cognitive burden that could potentially be addressed through AI-supported interventions. This stage marked the final stage of the analytical process and provided a structured foundation for the following chapter.

Chapter 4

Findings

This chapter outlines the main findings of the research. It begins by discussing the documents generated from the interviews, including the process map and the RACI matrix. This is followed by an analysis of the insights derived from the interview data. The chapter then highlights areas with notable potential for AI implementation and introduces a proposed AI Implementation Framework. It continues with an exploration of the participants' perceptions and attitudes toward AI. The next section presents the confirmed outcomes of the implementation phase. The chapter concludes with a summary of the key findings.

4.1 Process Map: Diagram and Interpretation

A process map was developed to construct a high-level representation of the agency's critical processes and their interactions (Mandelburger and Mendling, 2013), using insights derived from the thematic analysis of interview data, as well as information gathered during preliminary meetings with the CEO. This collaborative approach facilitated the identification of key operational flows while maintaining the strategic perspective appropriate for this level of process mapping.

The development of the process map, illustrated in Figure 4.1, led to the classification of the agency's critical processes into three categories: managing, core and support processes.

The managing processes - positioned at the top of the figure - include strategic planning, project monitoring and performance management.

- **Strategic Planning:** Involves defining long-term objectives, setting priorities and aligning resources to ensure the organisation's growth and competitive positioning.
- **Project Monitoring:** Refers to the ongoing oversight of project execution, focusing on tracking progress, ensuring adherence to timelines and budgets and addressing emerging issues. At XYZ's environment, this process also includes being the client's voice inside the agency.
- **Performance Management:** Entails the post-project evaluation of outcomes, aiming to assess the effectiveness, impact and alignment of delivered work with strategic goals.

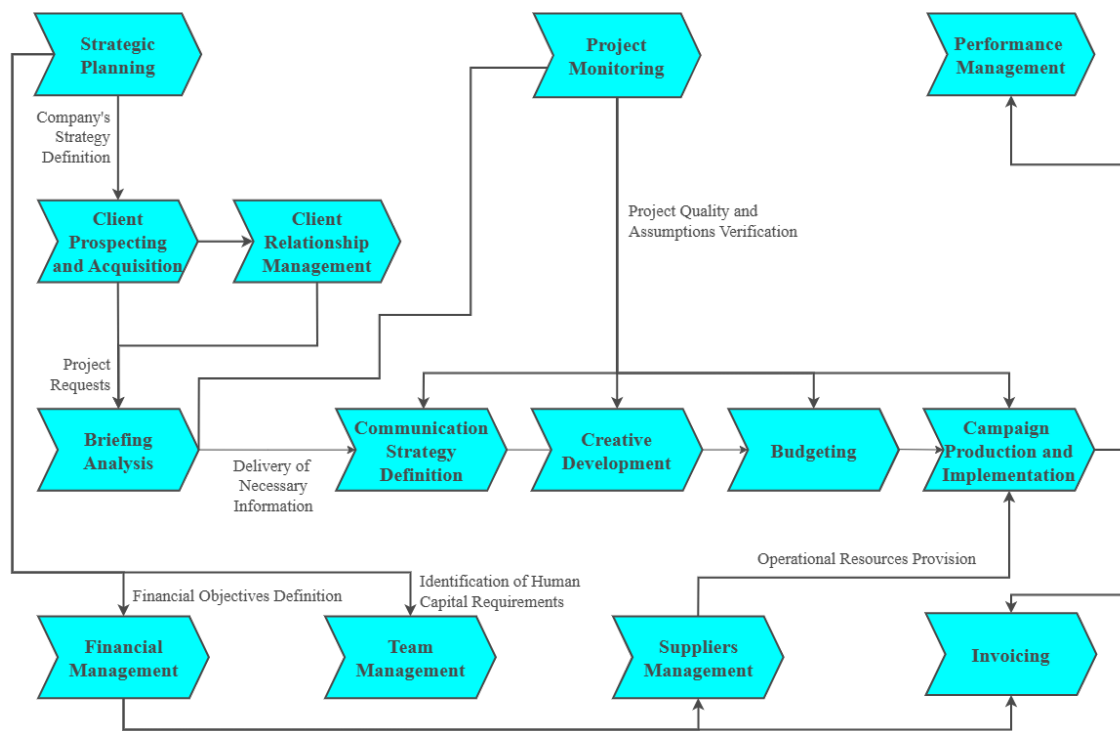


Figure 4.1: Process Map developed for XYZ

The core processes, located in the middle of the process map, refer to the critical processes directly linked to the agency's business and create value for customers:

- **Client Prospecting and Acquisition:** Involves identifying potential clients and initiating contact to establish new business opportunities.
- **Client Relationship Management:** Focuses on maintaining and nurturing long-term relationships with existing clients to ensure satisfaction and repeat collaboration.
- **Briefing Analysis:** Entails reviewing and interpreting client briefs to fully understand project objectives, target audience and communication requirements.
- **Communication Strategy Definition:** Consists of outlining the strategic approach to guide messaging, channel selection and campaign tone to meet client goals.
- **Creative Development:** Covers the design and production of creative assets in line with the communication strategy, including visual and written content.
- **Budgeting:** Involves estimating, allocating and controlling financial resources for the execution of campaigns and services.
- **Campaign Production and Implementation:** Involves executing the campaign across multiple formats, including physical activations, traditional media channels and digital platforms. This process ensures that creative concepts are effectively translated into tangible outcomes, tailored to the specific context and medium of each project.

Lastly, the support processes, which relate to the management of the company's resources, serve to support the core Processes.

- **Financial Management:** Oversees the planning, control and reporting of the agency's financial resources to ensure stability and informed decision-making.
- **Team Management:** Involves overseeing the organisation's internal workforce, including task distribution, performance oversight and the creation of conditions that support collaboration, motivation and professional development.
- **Suppliers Management:** Coordinates the selection, negotiation and oversight of external partners to ensure the timely and cost-effective delivery of goods and services.
- **Invoicing:** Handles the preparation and issuance of billing documents to clients, ensuring accurate and timely financial transactions.

Overall, the process map provided a structured overview of how value flows through the agency, clarifying interdependencies between functions and revealing key areas for operational improvement.

4.2 RACI Matrix Insights

A RACI Matrix, presented in Figure 4.2, was developed for XYZ to clearly define the roles and responsibilities of each department across the agency's main processes (Suhanda and Pratami, 2021). Rather than aiming to improve coordination, the purpose of this matrix was to provide a structured overview of who does what, with the objective of identifying areas where AI could be effectively integrated to support or automate specific activities.

The matrix offered a detailed view of which departments hold primary responsibility for each key process. Strategic planning is led by the Administration, reflecting its role in guiding the agency's long-term direction. The Project Management department is responsible for project monitoring, performance management, client prospecting and acquisition and client relationship management, highlighting its central role in managing client interactions and ensuring project delivery. The analysis of the briefing is conducted by the Strategy department, which is also responsible for defining the communication strategy. The Creative team leads the development of campaign concepts and creative outputs. The Digital, Media and Production departments are each responsible for the implementation of campaigns within their respective domains: Digital executes activations and manages accounts on social media platforms, Media handles placements across traditional channels, such as television, radio and press, and Production manages the creation of physical materials, brand activations and the organisation of events. These departments also carry out budgeting activities for their specific campaign types. Supplier management is handled by the Production team, while team management and financial management fall under the Administration. Invoicing is overseen by Administrative Services. This structured mapping was instrumental in identifying

Process / Departments	Project Management	Strategy	Creative	Digital	Media	Production	Administrative Services	Administration
Strategic Planning								R
Project Monitoring	R							I
Performance Management	R	C						I
Client Prospecting and Acquisition	R							C
Client Relationship Management	R							C
Briefing Analysis	A	R	C	C	C	C		I
Communication Strategy Definition	A	R						I
Creative Development	A	C	R					I
Campaign Production and Implementation	A	C	C	R Digital	R TV/Radio/Press	R Logistic/Events/Stand		I
Budgeting	A	C	C	R Digital	R TV/Radio/Press	R Logistic/Events/Stand		I
Financial Management								R
Team Management								R
Suppliers Management						R		A
Invoicing	A						R	

R - Responsible A - Accountable C - Consulted I - Informed

Figure 4.2: RACI Matrix developed for XYZ

processes with high operational load, recurring tasks or complex information flows—factors that indicate strong potential for AI-based intervention.

While the primary objective of the RACI Matrix was to determine which departments were responsible for executing each process, the remaining roles - Accountable, Consulted and Informed - were also considered. These roles provided additional insight into how decisions are made, who provides input and how information circulates within the agency. Although not the primary focus of the analysis, understanding these dynamics helped identify cross-departmental interactions and communication flows that could also benefit from AI solutions.

4.3 Interview Insights

This section presents the key findings from the thematic analysis of interviews conducted with XYZ's team. The interviews aimed to identify concrete opportunities for integrating AI into the agency's operations. The data was organised into recurring themes that reflect patterns in workflows, digital tool usage, collaboration practices and attitudes toward innovation. These themes help contextualise areas where AI could enhance existing practices by improving efficiency, strengthening coordination or enabling new forms of creative and strategic value. Although some non-AI-related insights are included for contextual completeness, they were not the focus of this study.

Table 4.1 summarises the themes, subthemes, their relevance to the agency and illustrative quotes. It is important to note that the quotes were translated from Portuguese, as the interviews were conducted in that language, which is the native language of all participants in the study. Although indicating the role of each participant would add interpretive depth, this information has been withheld to preserve confidentiality.

Table 4.1: Interview Insights organised by Theme

Theme	Subtheme	Statement	Relevance
Visual Asset and Image Handling	Time wasted searching for images	"It's where I waste most of my time. Sometimes, it takes hours just to find the photo with the right details."	Creative department
	Time wasted editing assets manually	"After that [searching for the right image], I still have to edit it manually."	
	Image definition requirements for final artwork	"Firefly usually generates images in 1080x1080, 1080x1920 and 1920x1080. In stock image banks, we work with much higher resolutions — 6000x4000 or more."	
Organisational Communication and Practices	Lack of centralised communication platform	"[A communication platform] it would be the first thing I change here."	Agency
	Fragmentation across multiple channels	"I have to take attention to Slack, to my email and to my phone."	
	Limited accessibility to relevant info across teams	"It would be good to know how is the work across other departments."	
Workflow	Unclear reporting lines and oversight responsibilities	"There's a lack of clarity about who's supposed to oversee what and where the responsibilities really lie."	Agency
	Undefined roles and responsibilities	"I do not understand what is his/her role."	
	Excessive operational workload for Directors	"The director does too much operational work and not enough managerial work."	
	Absence of centralised document storage	"I save everything on my hard drive the way I want. There are still files from the person who used it before me and I don't know what they are."	
Openness to Innovation	Theoretical openness to change	"I never used it, but I am a quick learner."	Agency
	Lack of proactive engagement	"People won't say it directly, but they resist anything that requires effort to change.", "I know there are tools that allow automation of certain tasks, but I do not trust them"	
	Generational differences in tool adoption	"The generational gap has an impact. The older ones are usually more resistant to change."	
	Limited familiarity with tools like ChatGPT	"I have tried it, but just one time or another.", "I never used it."	
AI and Digital Tools Adoption	Lack of confidence or knowledge to integrate LLMs into routines	"I do not trust [ChatGPT] that much, it makes mistakes."	Agency
	Outdated hardware hinders productivity and access to digital tools	"I have to use Slack in my phone. My computer does not open the app neither the browser."	
	Difficulty generating new ideas for recurring themes	"It's tough to make the same campaigns every year. Ideas do not appear on trees."	
Creative Fatigue and Brainstorming Challenges	Repetitiveness in daily retainer work	"It's been years working with them [a specific client]."	Teams involved in the creative process
	Lack of structured data collection and learning mechanisms	"I usually don't collect any data on anything."	
Strategic Management and Learning			Agency

Visual Asset and Image Handling emerged as a critical theme in the interviews. Designers described the process of sourcing visual assets as particularly exhausting, often involving long periods spent searching for images that meet the required level of detail and aesthetic fit. Once a potentially suitable image is found, manual editing is always necessary to align it with the project's creative standards. However, this process is rarely linear - editing often reveals limitations in the selected image, forcing designers to return to the search phase and repeat the cycle. This iterative loop of searching and editing not only consumes significant time but also contributes to cognitive fatigue, especially under tight deadlines and high creative expectations. Moreover, a technical mismatch was highlighted between the resolution of images generated by previously tested AI tools, such as Microsoft Firefly, and the agency's production requirements for large-scale printed materials, such as posters, which are typically developed by the Production department. While AI tools typically produce outputs in Full High Definition resolution, commonly referred to as 1080p, which is 1920×1080 pixels, the agency commonly requires much higher-resolution assets, such as 6000×4000 pixels, usually sourced from professional image banks. This discrepancy limits the practical use of AI-generated visuals and points to a clear opportunity for improvement, should AI tools be adapted to meet professional quality standards more effectively.

Organisational Communication and Internal Practices emerged as significant structural limitations within the agency. Several employees highlighted the need for a centralised communication platform, noting that information is currently dispersed across multiple channels, including messaging apps and email, which disrupts the daily flow of information and fragments employees' attention. The Digital department collaborates closely with Web Designers through such an adequate platform, but this practice has not been adopted agency wide. Furthermore, the lack of integration between teams contributes to information silos, with employees expressing a desire for greater visibility into workflows across departments.

The agency's workflow reveals several structural inefficiencies that hinder both individual performance and overall coordination. A recurring issue raised during the interviews was the lack of clarity regarding reporting lines and oversight responsibilities. Employees expressed uncertainty about who is supposed to oversee specific tasks, which leads to ambiguity in accountability and delays in decision-making. This is compounded by undefined roles across teams, with some staff admitting they are unsure about the formal responsibilities of certain colleagues. At a managerial level, directors were often described as being overburdened with operational tasks, leaving little space for strategic or managerial functions. Additionally, the absence of a standardised document storage system further complicates task execution. Altogether, these findings suggest a need for clearer role definitions, workload redistribution and systematisation of internal workflows.

Although innovation is widely recognised as a strategic priority within the agency, openness to change often appears more rhetorical than operational. While some employees expressed a willingness to adopt new tools, emphasising their capacity to learn quickly, this attitude is not consistently reflected in practice. A recurring theme was the lack of proactive engagement with emerging technologies. Several participants acknowledged being aware of tools that could automate repetitive tasks, but admitted to avoiding their use due to a lack of trust. This reluctance is

not always overt; rather, it tends to manifest as subtle resistance to practices that require additional effort or adaptation. Generational differences were also identified as a contributing factor, with older team members perceived as particularly resistant to altering established routines. This reinforces organisational inertia and slows collective progress. These insights indicate that a more substantial cultural shift is necessary to enable the implementation of meaningful innovations.

Despite the increasing relevance of AI tools in creative and operational contexts, their adoption within the agency remains limited. Several employees admitted to never having used tools like ChatGPT or having experimented with them only once or twice. This limited familiarity is accompanied by a lack of confidence in their usefulness, with some team members expressing distrust in the reliability of GenAI content, perceiving it as prone to errors. In addition to these barriers, some employees also face material constraints. Reports of outdated hardware, including computers incapable of opening basic applications, further restrict access to modern digital tools, reinforcing digital exclusion within the workplace. As a result, both individual experimentation and widespread implementation of AI remain impeded. These conditions highlight the need for foundational improvements in infrastructure, as well as targeted training and support to build confidence in integrating AI tools into daily workflows.

The interviews also revealed clear signs of creative fatigue among members of teams involved in the creative process, especially in relation to recurring campaigns and long-standing client accounts. Several employees noted the difficulty of continuously producing fresh ideas for seasonal initiatives, pointing out the pressure of having to "*reinvent the wheel*" year after year. As one participant put it, "*Ideas do not appear on trees*", reflecting a sense of exhaustion with the repetitive nature of certain seasonal assignments. This challenge is compounded by the prolonged relationships with some clients, where the daily workload often revolves around maintaining a consistent visual and strategic tone. Over time, this routine contributes to a loss of creative momentum and limits opportunities for innovation. The combination of high expectations and repetitive demands suggests a need for tools or processes that can support ideation, inject new perspectives and alleviate the cognitive load typically associated with content creation under these conditions.

The analysis revealed a structural weakness in the agency's ability to retain and learn from operational and strategic data. Across departments, there is little evidence of systematic data collection practices and decisions are often based on individual experience rather than supported by historical insights. This lack of structured information limits the agency's capacity to reflect on past actions, monitor performance over time or identify areas for improvement. In contexts such as New Business, where client outreach and proposals are frequent, but success is inconsistent, the absence of performance data restricts learning and strategic planning. More broadly, the lack of documented knowledge also constrains the agency's potential to adopt AI solutions, which rely heavily on historical input to deliver relevant outputs. Strengthening data retention and learning mechanisms will therefore be essential not only to support continuous improvement but also to unlock the full benefits of future technological adoption.

4.4 AI Opportunity Areas

The primary objective of the interviews was to gather insights to identify opportunities for implementing AI solutions within the agency. This section presents the areas where such opportunities were pursued. It is important to note that while there may be potential for AI implementation in other areas, the following were selected for being the most obvious, critical and strategically prioritised by the agency. Additionally, some themes that emerged during the interviews were deemed not to require AI-based solutions for improvement and were therefore excluded from this analysis.

4.4.1 AI Literacy

A key priority identified through the research was the need to improve AI literacy among the agency's employees. While some individuals were already familiar with AI tools, the majority had limited exposure, particularly to popular LLMs, such as ChatGPT. Nonetheless, it was expressed, during the interviews, a general openness to learning how to use such tools effectively. Introducing LLM-based tools in a structured and supportive manner could help demystify their application and build users' confidence.

Enhancing AI literacy across the agency is not only a foundational step but also a necessary enabler for pursuing the next AI opportunities, which would have been inaccessible with the previous level of knowledge and familiarity.

4.4.2 AI-assisted Brainstorming and Content Suggestion

Creative teams reported challenges in generating fresh ideas for recurring campaigns and long-term client retainers. The constant pressure to innovate often results in creative blocks, leading to outputs that lack differentiation. In this context, AI tools can serve as a creative co-pilot, providing inspiration, support and conceptual options to help teams progress more quickly and confidently.

It is proposed that teams involved in the creative process adopt a GenAI tool to support early-stage idea generation, content development and copy refinement. In practical terms, this may include generating initial campaign concepts, drafting taglines, rephrasing briefs, exploring tone-of-voice alternatives or any other application that team members find plausible. This process is iterative and can be repeated until a satisfactory output is achieved. The intention is not to replace the critical thinking and creative judgment of the team, nor to make the use of the tool mandatory. Rather, its value lies in offering new perspectives that can help overcome creative blocks and free up time for higher-level conceptual work.

4.4.3 Image Generation and Editing

Searching for and editing images were the tasks most frequently mentioned in the interviews as time-consuming. The search process is particularly time-consuming, often failing to yield a

suitable result. In such cases, designers are compelled to adapt their original ideas or proceed with outputs of lower quality.

The adoption of a GenAI tool capable of generating and editing images could represent significant progress in this area for XYZ. The most notable improvement would occur in the search phase, where designers could rapidly generate custom visual concepts from a prompt, rather than spending hours sourcing the ideal image. Even if the AI-generated output does not fully meet the required specifications, subsequent editing could bridge the remaining gap, offering substantial time savings. Although image editing is also possible using GenAI, it is currently considered more efficient to carry out this stage manually, as the tools do not always deliver the level of detail needed by the design team. Additionally, such tools could provide fresh visual references, particularly when creative energy is depleted or client-provided materials are limited.

4.4.4 Data-Driven Decision-Making

The interviews revealed that data collection across the agency's operations is not a regular practice. In the absence of historical data, the agency misses critical opportunities to reflect on past performance, optimise workflows and scale its operations effectively.

There is clear potential for the application of ML models in various domains, such as strategy, media planning and New Business development. AI could support the development of descriptive models to analyse historical work and identify patterns associated with successful outcomes, predictive models to forecast campaign performance or optimise New Business leads and approaches and personalised dashboards to monitor team or project performance in real time.

This opportunity area highlights the long-term value of establishing structured data practices, which would serve as the foundation for deploying advanced AI tools to support both strategic and operational decision-making. However, it is important to acknowledge that this process requires a significant amount of time, more than what is available for this project. The initial step involves systematically collecting relevant data, followed by the development of a consistent and sufficiently comprehensive data structure. Once a critical mass of data has been achieved, AI models could be introduced progressively, ensuring they are supported by a robust and reliable dataset.

4.5 Proposed AI Implementation Framework

After identifying the areas with AI-implementation potential, this section outlines the proposal for each opportunity, considering the agency's current operational maturity, infrastructure limitations and change readiness. Each solution is integrated into an overarching AI Implementation Framework, which organises the proposed tools and actions into a phased plan to ensure a realistic, gradual and sustainable rollout across the organisation.

To improve AI literacy within the XYZ team, a targeted and practical training programme was proposed to introduce ChatGPT to all employees, including both staff and management. Rather than covering abstract AI concepts, the sessions focused on building confidence through hands-on exercises grounded in the agency's real workflows. A central component of the training involved

learning how to write effective prompts, a skill essential for obtaining relevant and useful outputs from the tool. Real examples from the company's internal materials were used to illustrate how different prompt strategies influence results. The detailed training programme is presented in Appendix C. The inclusion of management in the training reinforced the importance of the initiative and signalled a shared commitment to integrating AI into everyday practices.

To serve as a creative co-pilot, supporting brainstorm and content generation, ChatGPT was selected as the recommended LLM based on several considerations. Firstly, it is the most widely used LLM among team members familiar with AI tools at the agency, ensuring a smooth integration into the workflow with minimal disruption. Furthermore, this tool is globally recognised and trusted, having undergone extensive development and testing, which adds credibility and reliability to its use. The model has proven effective in performing tasks that align closely with the agency's needs, ensuring that it can effectively support the creative process. Lastly, its broad accessibility ensures that it is user-friendly for all team members, regardless of their technical expertise, thereby fostering collaboration and enhancing overall efficiency in content production.

Regarding the issues detected on picture searching and editing phases, several image generation GenAI tools - ChatGPT, Gemini, Midjourney and Leonardo.ai - were tested to determine the most suitable solution for XYZ, based on evaluation criteria and use cases defined in collaboration with the agency. The selected tool was ChatGPT, which had recently released its latest image generation model. Examples from the testing phase can be found in Appendix D. Not all tests could be presented, as some included use cases involving the company's clients, which prevented their inclusion due to confidentiality concerns. It is important to note that the application of this tool is not currently feasible for projects requiring high-resolution imagery. None of the tested platforms were capable of generating visuals at the resolution levels required for professional print, even when upscaling tools were applied post-generation.

Although XYZ currently lacks AI-powered models to inform decision-making, facilitate performance review and support future planning, no concrete proposal was developed for this area within the scope of this research. Primarily, as noted earlier, such an initiative would require several preparatory stages: collecting historical data, establishing an appropriate data structure, conducting thorough analyses, developing the models and refining them iteratively. These stages extend beyond the duration of this study. Furthermore, the decision not to pursue this area at present aligns with the agency's immediate strategic priorities. Nonetheless, it was strongly recommended that the agency address this area at the earliest opportunity.

An AI Implementation Framework was developed to guide the rollout of the proposed solutions within the agency over a two-month period, commencing once the solutions were approved. The structure of this framework is presented in Figure 4.3.

Each stage is briefly described below to outline its main objective and actions:

1. **Preparation of AI Literacy training:** Development of training materials, prompt guidelines and practical examples tailored to XYZ's workflows to ensure staff readiness for improving AI Literacy and using ChatGPT or other LLMs effectively.

	Owner	Week							
		1	2	3	4	5	6	7	8
Preparation of AI Literacy training	-								
Delivery of AI Literacy training	Agency								
Pilot use of ChatGPT as Creative Co-Pilot	Creative teams								
Feedback sessions on Creative Co-Pilot pilot	Creative teams								
Full Implementation of ChatGPT as Creative Co-Pilot	Creative teams								
Preparation of introductory session for Image Generation	-								
Delivery of Introductory session for Image Generation	Creative department								
Pilot use of ChatGPT for Image Generation	Creative department								
Feedback sessions on Image Generation pilot	Creative department								
Full Implementation of ChatGPT as Image Generation	Creative department								

Figure 4.3: AI Implementation Framework developed for XYZ

- 2. Delivery of AI Literacy training:** Practical sessions delivered to all agency staff, introducing core functionalities of ChatGPT and building foundational skills for confident everyday use.
- 3. Pilot use of ChatGPT as Creative Co-Pilot:** Initial testing of ChatGPT for brainstorm and content generation support in two different projects, involving different creative teams with varied backgrounds and age groups.
- 4. Feedback sessions on Creative Co-Pilot pilot:** Structured discussions with pilot participants to gather practical insights, identify improvements in prompt usage and address any challenges before general adoption.
- 5. Full Implementation of ChatGPT as Creative Co-Pilot:** Extension of ChatGPT use as a creative support tool across all relevant projects and teams, integrating it into standard content development workflows.
- 6. Preparation of introductory session for Image Generation:** Design and plan a focused session to familiarise staff with ChatGPT's image generation feature, including practical examples and guidance.
- 7. Delivery of Introductory session for Image Generation:** Conducting the introductory session for the Creative department, demonstrating how to generate visual concepts and variations using ChatGPT's image capabilities.
- 8. Pilot use of ChatGPT for Image Generation:** Conduct trial applications of ChatGPT's image generation in two projects - one in media and one in digital - engaging diverse and mixed-age teams to evaluate usability and relevance.

9. **Feedback sessions on Image Generation pilot:** Collecting feedback from pilot teams to refine prompt practices, address quality concerns and ensure the generated visuals meet project standards.
10. **Full Implementation of ChatGPT as Image Generation tool:** Roll-out of ChatGPT's image generation use across all applicable projects, making it a standard tool for early-stage visual ideation and creative exploration.

In summary, the proposed framework is designed to be practical and focused, reflecting the time available for this study while ensuring that the foundations for AI adoption are firmly established. By combining essential training, phased testing and gradual scaling, it provides a realistic path for integrating AI tools into XYZ's daily activities and sets the stage for future improvements as the organisation's capabilities evolve.

4.6 Perceptions and Attitudes towards AI

One of the key factors influencing the success of the solutions implementation is employees' attitude towards these tools. Even if the tools function as intended and offer clear value to business operations, this potential is unrealised if staff are not willing to adapt their daily work routines to integrate them.

During the interviews, no participant expressed the belief that AI could not add value to the agency, nor did anyone state an unwillingness to experiment with such tools. However, as previously noted, there is often a significant gap between theoretical openness and actual behavioural change; stating a willingness to adopt AI does not guarantee that an individual will make the necessary effort to use it effectively.

Throughout the implementation, there was a generally positive atmosphere within the team and staff appeared to recognise the benefits that the proposed solutions could bring to XYZ. While most employees showed at least a baseline interest in the training sessions, the highest levels of participation and the most engaged questioning came from individuals who, although not regular AI users, had previously tried using these tools and demonstrated genuine interest beyond words.

A consistent message was communicated to staff throughout the process: AI would not replace them, but rather, they risked being replaced by someone who uses AI effectively. This aimed to dismiss the common misconception that AI threatens job security and, instead, to emphasise the individual value that AI can add to each professional's work (Shen and Zhang, 2024). In general, this perspective was well received. One comment from the interviews succinctly captured this sentiment: *"The big companies will want the brain"* - highlighting the belief that, despite heavy investment in AI-generated content, leading companies will continue to demand highly capable professionals who can apply critical thinking.

4.7 Results

Given the limited time available for this study, it was not possible to measure the full impact of the implemented solutions in a long-term manner. Nonetheless, some initial outcomes and observations can be reported. Due to confidentiality agreements, analytical results are not disclosed in this document.

Feedback gathered from the Creative Department indicates a high level of satisfaction with ChatGPT working as image generator. Although it was acknowledged that mastering the effective use of this tool is a gradual process and that proficiency varies among individuals, early experiences have been positive. To date, the tool has been applied primarily to Digital department projects and is already seen as a valuable addition to the creative workflow, supporting visual ideation and reducing the time required to produce draft visuals. Additionally, the team reported that the tool has enabled greater personalisation in their work and has encouraged experimentation with new visual styles beyond their usual approaches. XYZ currently relies on stock photographs to create visual assets, at an estimated cost of around €15 per used image. In comparison, a ChatGPT subscription costs approximately €22 per month. Even if ChatGPT were used solely by the Creative Department - which is not the case, as it also serves as a creative co-pilot for other tasks - its use could result in meaningful savings, depending on the volume of stock images typically purchased. For perspective, the cost of just two individual stock images would already surpass the monthly cost of a ChatGPT subscription, which allows for the generation of an unlimited number of visuals.

Regarding the AI Literacy training, while it was not feasible to gather systematic feedback from all participants, informal reactions were generally favourable. Most employees found the training session helpful and felt more prepared to use ChatGPT in their daily tasks. Since the training, different departments have started to incorporate the tool into routine activities, testing its usefulness for content rephrasing, quick idea exploration and basic text generation.

Although the results remain preliminary, these early observations suggest that the adoption of AI tools at XYZ has been well received and is already beginning to contribute practical value, laying a foundation for continued development and more structured performance evaluation in the future.

4.8 Summary of Key Findings

The interviews conducted in this study identified several areas within XYZ's operations where AI tools could add clear value, as well as areas where concerns existed but an AI-powered solution was unnecessary. These discussions also led to the development of a process map and a RACI matrix, providing a structured view of how work is allocated and where inefficiencies exist.

The thematic analysis highlighted four main areas of AI potential: building AI literacy, using AI for brainstorming and content development, applying AI for image generation and editing, and, in the longer term, enabling more data-driven decision-making. Three targeted initiatives

were designed and tested: an AI literacy training programme, the use of ChatGPT as a creative co-pilot for text tasks and ChatGPT's image generation for visual ideation.

Although the project duration did not allow for extensive measurement of long-term outcomes, early indications suggest that these initial steps have enhanced staff preparedness, delivered time savings in certain tasks and received particularly positive feedback from the creative department.

Chapter 5

Conclusion and Final Remarks

5.1 Conclusion

In competitive contexts, the players that do not innovate and stagnate in their current positions will surely lose their market position and become irrelevant (Efrata et al., 2019). It is in that context that appears the need of companies to implement AI solutions in their workflows, improving value propositions and reducing costs and times required to accomplish the different projects. Marketing is no exception to this rule.

More than implementing solutions and measuring their performance, the main aim of this research was to identify the areas where AI solutions could be integrated within a medium-sized Marketing and Advertising agency. This was achieved through a detailed study of the case company's environment and workflows. As noted in Chapter 4, these results may be transferred to other companies with similar conditions, but they cannot be generalised to all contexts.

At XYZ, the greatest need for AI solutions was found in the creative process. The AI literacy training enhanced employees' understanding of AI and prepared them to use the tools that would be implemented effectively. The use of a LLM as a creative co-pilot can extend these benefits across the organisation, in tasks such as brainstorming and copywriting. The introduction of an image generation tool produced high-quality visuals, which supported greater creativity, personalisation and productivity, especially within the Creative department. Although these improvements were not measured quantitatively, they align with recent studies: the rise of GenAI tools has made it possible to produce content ideas at a much faster pace, with output that, by combining human creativity with AI, can surpass what either could deliver on its own (Schmidt et al., 2023); the most advanced AI models are capable of producing synthetic sibling images that often surpass comparable human-made images in quality, realism and overall visual appeal (Hartmann et al., 2025); marketers can reduce time spent on routine tasks (image searching and editing or copywriting), allowing them to focus more on strategic thinking, creative exploration and informed decision-making (Pagani and Wind, 2024). Regarding data-driven decision-making, it was not feasible to develop data collection systems and predictive ML models within this study's scope. Such models could help XYZ personalise its offerings, strengthen customer relationships and optimise resource

management, which would support long-term growth and a more competitive market position (Rosário and Cruz, 2025).

5.2 Sustainability Development Goals Reflexion

The Sustainable Development Goals (SDG), defined by the United Nations, offer a shared vision for promoting economic growth, social well-being and responsible innovation worldwide. This project demonstrates how thoughtful integration of technology can support this vision within the context of a creative agency.

By integrating AI as a supportive tool, this work contributes to SDG 8 - Decent Work and Economic Growth. AI reduces repetitive tasks, enhances creative output and enables employees to focus on strategic and meaningful activities (Pagani and Wind, 2024). This contribution, leading to increased productivity, allows workers to produce the same output in less time, potentially resulting in reduced working hours or increased pay. In either case, this represents an improvement in both working conditions and quality of life.

In parallel, the structured framework developed here aligns with SDG 9 - Industry, Innovation and Infrastructure. It shows how small organisations can adopt new technologies responsibly, strengthening their capacity for innovation and ensuring they remain resilient and competitive in a rapidly evolving industry.

Additionally, this research relates to SDG 3 - Good Health and Well-Being. Recent findings by Kosmyrna et al. (2025) suggest that prolonged use of AI assistants in writing tasks, such as ChatGPT - one of the tools recommended for XYZ – pose potential cognitive costs, particularly for younger users. Although these conclusions are not yet definitive, they highlight the importance of adopting AI responsibly and monitoring its long-term effects on employees' mental well-being.

5.3 Limitations

Although this study achieved its primary aim of identifying areas with potential for AI tool implementation, it is important to acknowledge its limitations, which should be considered when interpreting the results.

Firstly, the research was conducted within a single organisation, limiting the range of perspectives and restricting the contextual scope to XYZ's specific environment. While triangulation with internal documents and validation by the CEO helped to strengthen the credibility of the qualitative insights derived from the interviews, a degree of subjectivity inevitably remains. As a result, the findings are not generalisable to the wider creative industry, but may offer valuable guidance for agencies with similar profiles and resource conditions.

Time constraints also meant that it was not feasible to propose or implement a solution for one of the areas identified as having AI potential. The decision to prioritise other areas aligned with the agency's strategic focus, yet it would have been beneficial to develop a proposal for each identified opportunity.

In addition, it would have enriched the analysis to attribute each quote presented in Table 4.1. However, this was not possible without breaching the confidentiality agreement established with participants - an assurance that was essential in encouraging honest responses throughout the process.

5.4 Future Research

The insights gained in this study offer a solid starting point, yet several opportunities exist to extend this work through wider and more extended studies across various organisations.

First and foremost, it is essential to develop and implement an AI solution for the area that was not addressed, which would fully complete the project at XYZ. Additionally, the solutions already implemented could be tested over a longer period, allowing for their refinement and enhancement through an iterative process.

In addition, quantifying the financial impact of the implemented solutions would add an important dimension to understanding the value they deliver. Such evidence could also help to persuade other agencies and organisations to pursue similar AI-driven initiatives.

XYZ, with its team of 18 employees, is considered a medium-sized Marketing and Advertising agency. While the results offer practical guidance for agencies with similar structures and resource levels, further research should examine the applicability of the overall process in different contexts. For instance, future projects could replicate this approach within larger agencies, which typically involve more employees, additional departments, greater organisational complexity and more formalised procedures. Similarly, applying the same research process within the Marketing department of a larger company, where activities are integrated into a broader corporate structure and require coordination with other functions, would offer valuable insights into how the process can be adapted and scaled across different organisational settings.

Finally, considering the concerns outlined in Section 5.2 regarding the potential impact of GenAI tools on users' cognitive capacities, it would be valuable to assess how the implemented tools affect employees' cognitive abilities. Such research could help mitigate potential long-term risks and raise awareness of the implications associated with the use of these technologies.

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Appendix A

AI Definitions

Table A.1: Different AI definitions, organised into four categories

Thinking Humanly	Thinking Rationally
“The exciting new effort to make computers think ... machines with minds, in the full and literal sense.” (Haugeland, 1985)	“The study of mental faculties through the use of computational models.” (Charniak and McDermott, 1985)
“[The automation of] activities that we associate with human thinking, activities such as decision-making, problem solving, learning ...” (Bellman, 1978)	“The study of the computations that make it possible to perceive, reason, and act.” (Winston, 1992)
Acting Humanly	Acting Rationally
“The art of creating machines that perform functions that require intelligence when performed by people.” (Kurzweil, 1990)	“Computational Intelligence is the study of the design of intelligent agents.” (Poole <i>et al.</i> , 1998)
“The study of how to make computers do things at which, at the moment, people are better.” (Rich and Knight, 1991)	“AI ... is concerned with intelligent behavior in artifacts.” (Nilsson, 1998)

Source: Reproduced from Russell and Norvig (2010), *Artificial Intelligence: A Modern Approach*, 3rd ed., p. 2.

Appendix B

Interview Template Worksheet

Name	Role & Department	QUESTION	ANSWER
		How long have you been employed with the company?	
		What led you to pursue a career in marketing and advertising?	
		Could you describe your role within the company and the department you work in?	
		What are the main tasks you are responsible for and which aspects of your work do you find most enjoyable?	
		Which individuals or teams do you communicate with most frequently and what methods do you typically use?	
		What are the key challenges you encounter in your role?	
		Could you describe a typical day in your routine at work?	
		What technological tools do you rely on most frequently in your daily tasks?	
		How would you assess your experience working within your department?	
		How do you manage working with colleagues from different backgrounds and work methods, particularly with a age gap?	
		Do you have any tasks that you consider repetitive or time-consuming? Are there inefficiencies that you have identified?	
		Have you had any experience with artificial intelligence tools or applications in your work?	
		Do you use platforms like ChatGPT or other LLMs?	
		How do you approach the process of building prompts?	
		Are you aware of any AI tools or technologies that could potentially enhance or support your work?	

Figure B.1: Worksheet used to note the interview answers

Appendix C

AI Literacy Training

As outlined in Section 4.5, one of the solutions proposed and implemented at XYZ was an AI Literacy Training. The structure and detailed content of this programme are detailed below.

1. Introduction

This introductory module presents the training programme's objectives, structure and relevance within the broader AI Implementation Framework developed for XYZ. It positions GenAI as a strategic tool for creative and operational enhancement, outlines the motivations behind the initiative and provides an overview of what participants can expect to learn throughout the sessions.

2. Essential concepts

This foundational phase aims to familiarise participants with the core principles underlying GenAI, with a particular focus on LLMs. It addresses the operational logic of tools such as ChatGPT, outlines their benefits and constraints in a creative agency setting and introduces practical use cases. A practical exercise allows users to explore the ChatGPT interface, laying the groundwork for more advanced applications in later modules.

Topics to address:

- a) Understanding LLMs;
- b) Benefits and Constraints of GenAI in Creative Workflows;
- c) Practical Use Cases in Agency Environments;
- d) Comparative Access Models: Free vs. Paid Plans;
- e) Guided Onboarding and Initial Interaction;
- f) Practical exercise.

3. Principles of Effective Prompt Design

Prompt engineering is a critical competency when using GenAI. This phase introduces participants to the structure and logic of effective prompt formulation. Through theoretical guidance and practical examples, attendees learn how to optimise input quality, iterate with the model collaboratively and even instruct ChatGPT to support prompt generation. These skills are reinforced with exercises using real agency materials.

Topics to address:

- a) Prompt Optimisation Techniques;

- b) Evaluating Prompt Quality;
- c) Using ChatGPT as a Collaborative Iterative Tool;
- d) Teaching ChatGPT to Assist in Prompt Design;
- e) Practical exercise.

4. Domain-Specific Applications in Marketing and Advertising

In this phase, the focus shifts to applied use cases aligned with the agency's core activities. Participants explore how GenAI can enhance creativity, productivity and strategy across Marketing and Advertising functions. Realistic examples from the agency's workflows are provided across content creation, campaign development, SEO, event planning and multi-media scripting, ensuring immediate relevance and translatability to their daily routines.

Topics to address:

- a) Text-Based Content Generation;
- b) Strategic Ideation and Campaign Support;
- c) Support for Event and Activation Planning;
- d) AI-Assisted SEO and Article Writing;
- e) Email Communication and Audience Engagement;
- f) Script and Narrative Development for Multimedia.

5. Customising ChatGPT for Organisational Use

This module introduces the concept of Custom GPTs - personalised versions of ChatGPT tailored to specific organisational needs. It explores the strategic value of customisation for enhancing efficiency, consistency and internal knowledge capture. Participants are guided through the creation process and encouraged to identify use cases where persistent, role-specific GPTs can replace repetitive prompting or support specific teams.

Topics to address:

- a) Concept and Functionality of Custom GPTs;
- b) Strategic Value of GPT Customisation;
- c) Development Process and Interface Walkthrough;
- d) Project-Based vs Persistent GPT Use;
- e) Practical exercise.

6. Programme Synthesis and Reflections

The final phase consolidates the key insights and skills acquired during the training. It encourages participants to reflect on how generative AI can be responsibly and effectively integrated into their work. The programme concludes with a set of best practices aimed at fostering a culture of ethical experimentation, critical evaluation and continuous learning in the use of AI tools.

Topic to address:

- a) Best Practices for Responsible AI Use.

Appendix D

Image Generation Tests

Use Case	Practical Case	Prompt	ChatGPT	Gemini	Midjourney	Leonardo.ai
Use RGB colour palette	Selection and application of colours in an image using the RGB model in graphic design projects to ensure visual consistency.	Design an abstract image using the following RGB palette: - RGB(17, 122, 101) - RGB(155, 2, 93) - RGB(255, 255, 255) The image should feature a balanced mix of these hues, creating a harmonious and vibrant composition. Ensure the colors blend seamlessly while maintaining high contrast to highlight different areas of the image. The design should have a modern, digital aesthetic with sharp lines and smooth transitions between the colors.				
Create an album cover	Define the concept or theme of a music album and use the tool to create an album cover that visually represents the musical style and the album's content. The cover should include graphic elements, typography, and a design that matches the music genre, conveying the desired atmosphere.	Design an album cover for an indie rock band named 'The Wild Waves'. The album cover should feature a dark, moody color palette with deep blues and purples. The central image should be an abstract representation of a wave crashing against a rocky shore, with a minimalist band name at the top in bold, uppercase letters. The design should evoke a sense of emotion, movement, and the power of the ocean, reflecting the mood of the music.				
Generate a sequence with the same character in different contexts	Test the visual consistency of characters across images. The goal is to see if the tool can maintain the same physical features, clothing style, and general expression throughout different scenarios. This is crucial for visual storytelling or campaigns using the same face/character.	Create a series of three 2D illustrations showing the same young woman with short curly brown hair, wearing round glasses and a green jacket, in three different everyday situations: - Sitting alone at a cozy café with a laptop. - Jogging in a park during early morning light. - Working in a bright, modern office space. Ensure that her facial features, hairstyle, and outfit remain consistent across all three scenes. Each setting should be visually distinct but stylistically coherent (flat design, soft colours, modern aesthetic).				

Figure D.1: Examples of Image Generation tests for different creative tasks using various GenAI tools - Part I

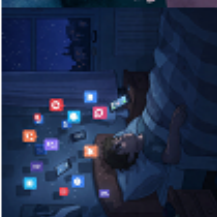
Use Case	Practical Case	Prompt	ChatGPT	Gemini	Midjourney	Leonardo.ai
Create a brand mascot with clear visual identity	Assess the creativity, visual branding, and graphic coherence of characters created by AI. This case helps to test how the tools balance charisma, functionality, and graphic style when creating something new with a specific purpose.	Create a brand mascot for a healthy snack brand called 'Croc & Vita'. The mascot should be a fun and friendly crocodile character that appeals to children and families. It should look active, energetic and healthy, possibly holding a fruit or granola bar. Use vibrant and cheerful colour palette (greens, oranges, yellows), and make sure the character's expression and body language reflect positivity, vitality, and natural goodness. The style should be cartoon-like, clean, and suitable for packaging and social media.				
	Create editorial art based on a real article	This case tests the tool's understanding of textual content and its aesthetic sensitivity to create an image that complements a serious, abstract, or symbolic editorial theme.				
Label design	The objective of this practical case is to create a label design for a water bottle, based on the brand's guidelines. The label should be clean, modern, and highlight the qualities of the water (such as purity, freshness, and natural origin). The design should include the brand's logo, product information (such as origin or special characteristics), and a visual appeal that attracts the consumer.	Design a product label for a bottled water brand called 'AquaPure'. The label should feature a clean and minimalist design with soft, refreshing colors like blue and white. The company logo (provided) should be placed at the top, with the product name 'AquaPure Natural Spring Water' prominently displayed. Add information such as '100% Pure Spring Water', '500ml', and a tagline like 'Refresh Your Day'. The design should evoke freshness and purity, with subtle water droplets or a mountain range in the background to emphasize the natural origin of the water. Ensure the layout is sleek, with easy-to-read text and a modern aesthetic that appeals to health-conscious consumers.				

Figure D.2: Examples of Image Generation tests for different creative tasks using various GenAI tools - Part II