Building Next-Generation Marketing Teams Navigating the Role of AI and Emerging Digital Skills

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ABSTRACT

Emerging technologies like artificial intelligence (AI) and digital capabilities like analytics, automation, and content creation are driving today's evolving marketing landscape. Companies need to develop teams of next-generation marketers that can use these tools and expertise to produce more individualised, focused, and effective campaigns if they want to remain competitive and relevant. But understanding how AI fits into marketing and incorporating these new digital talents into tried-and-true methods can be challenging. This research paper aims to explore the challenges and opportunities of building next-generation marketing teams, with a focus on the role of AI and emerging digital skills. Through a comprehensive literature review and case studies of successful implementations, this paper will provide insights and recommendations for building effective and efficient marketing teams in the digital age.

Keywords: Artificial Intelligence, Marketing, Digital skills, Personalised Campaigns.

INTRODUCTION

Although artificial intelligence has long been the focus of research and development, its widespread commercial use, notably in the field of marketing, has only lately come to light. And a big part of it is because cognitive AI processes are developing quickly and computers can learn from data and create new knowledge [1]. The capacity of AI in marketing to process and analyse massive volumes of data to find hidden patterns and insights that humans might not be able to notice is one of its primary features.

This is especially useful in fields like consumer behaviour prediction, marketing message tailoring, and customer segmentation. AI is also being used in marketing creativity, such as creating content or improving ad text, making it easier for marketers to generate and communicate with potential consumers [2]. Despite these potential advantages, there are still worries regarding how AI will be used in marketing, including possible ethical issues with employing algorithms to make decisions that affect customer behaviour. When marketing teams include AI into their campaigns, they must carefully negotiate these difficulties [3].

AI has the potential to revolutionise the marketing industry, but in order to use AI effectively for their organisations, professionals must have a thorough awareness of both its strengths and weaknesses. It's remarkable to observe how the marketing environment has changed in recent years due to the emergence of cutting-edge technology like artificial intelligence (AI), analytics, automation, and content creation [4]. As a result, there is a growing demand for businesses to establish next-generation marketing teams that can make use of these tools and expertise to develop campaigns that are more individualised, focused, and effective. It can be difficult to incorporate these quickly developing digital talents into current techniques, though. Understanding the role of AI in marketing and overcoming the hurdles of building effective marketing teams in the digital age is a crucial component of remaining competitive in today's market.

This paper will explore the challenges and opportunities of building next-generation marketing teams, with a focus on the role of AI and emerging digital skills. Through a comprehensive literature review and case studies of successful implementations, we aim to provide insights and recommendations for companies seeking to build efficient and effective marketing teams in the digital age. We'll discuss strategies for hiring, training, and retaining top talent in the marketing field, as well as how to effectively integrate AI technology into existing marketing operations. By staying ahead of the curve and investing in the right skills, companies can establish a competitive advantage in the ever-changing world of digital marketing [3-5].

LITERATURE REVIEW

Overview of AI
Artificial intelligence (AI) is a branch of computer science that focuses on creating machines or software that can accomplish tasks that typically require human intelligence, like visual perception, speech recognition, decision-making, and language translation [6].

While automation and robotization refer to replacing human labor with technology, AI goes beyond just automation and aims to replicate human intelligence and decision-making capabilities using algorithms and data. In other words, AI enables machines or software to learn from data and improve their performance over time without explicit programming.Machine learning is a subfield of AI that focuses on the development of algorithms that enable machines to learn from and make predictions or decisions based on data. Algorithms are sets of rules and instructions that machines follow to achieve a specific outcome. In contrast, AI enables machines to learn and improve their performance by adjusting the algorithms themselves based on the input data.Artificial Intelligence is an umbrella term that encompasses a range of technologies, including machine learning, natural language processing, and computer vision, which enable machines to replicate and improve upon human intelligence [6,7].

Machine learning has revolutionized artificial intelligence by allowing computers to learn from data and make decisions based on that learning, rather than relying solely on predetermined rules. This changes the role of algorithms traditionally used with AI. By establishing links between individual data points, ML allows computers to draw conclusions and make generalizations based on analyzed data. This can takes many forms, such as pattern recognition and statistical modelling, and it enables applications from knowledge discovery to self-organizing systems [8].

Current State of Marketing and how it has evolved with the rise of technology
As technology has advanced over the years, marketing has also changed to keep up with the times. In the past, marketing efforts primarily focused on broadcasting messages to a broad audience through traditional media such as television, radio, and print ads. However, with the rise of the internet and social media, companies now have access to a wealth of information about their customers and can use that data to create more targeted and personalized marketing campaigns.Digital marketing has emerged as a key component of modern marketing, encompassing a range of tactics such as search engine optimization (SEO), social media marketing, email marketing, and content marketing [8]. The use of these digital channels allows companies to reach their target audience more effectively and with a lower cost than traditional marketing methods.The advent of artificial intelligence (AI) has further transformed the marketing landscape, providing new opportunities for personalization and targeting. For example, machine learning algorithms can analyze large volumes of data to identify patterns and predict consumer behavior. This can be used to create targeted advertisements and personalized experiences for individual customers.Overall, technology has had a significant impact on the way that companies approach marketing. By leveraging emerging technologies such as AI, companies can create more effective and efficient marketing campaigns, ultimately driving better results for their business [9].

The Benefits of AI and Emerging Digital Skills in The Marketing Industry
The use of Artificial Intelligence (AI) and other emerging digital skills in the marketing industry has become increasingly important in recent years. it's not sufficient to say that this trend has only continued to grow! One of the primary benefits that AI brings to marketing is the ability to gather and analyze large amounts of data efficiently and accurately. By using machine learning algorithms, AI can quickly identify patterns and insights that would take humans a lot longer to notice. This allows for more informed decision-making and targeted marketing campaigns [10]. Another advantage of AI in marketing is its ability to personalize content and messaging on a large scale. With the help of algorithms, AI can sift through consumer data to create customized experiences that are tailored to individual preferences and behaviors. This can lead to increased engagement and conversions, as customers feel more seen and understood. Lastly, emerging digital skills, such as augmented reality (AR) and virtual reality (VR), are also making waves within the marketing industry. These technologies allow for immersive experiences that combine real-world and digital elements, opening new opportunities for creative campaigns and advertising. AI and emerging digital skills are transforming the marketing industry in exciting ways. By providing new capabilities and approaches, marketers are better equipped to reach and engage with consumers than ever before [11].

The Potential Impact of AI and Digital Skills on Employment and Organizational Structure
AI and automation technology have been gradually infiltrating various industries for the past few years, and it's expected to gain even more momentum in the years to come. While these innovations hold the potential to streamline processes, increase efficiency, and reduce costs, they also come with the potential to impact employment structures [12].

One possible effect is that jobs that rely heavily on repetitive or routine tasks may be automated or outsourced to machines. This will result in the displacement of a significant number of jobs that were previously carried out by humans. However, on the positive side, AI and digital skills could also lead to the creation of new, more dynamic roles that require human ingenuity and creativity [10]. These new roles may require a higher level of education or training than the jobs that are being automated, which means that it may become increasingly important for people to acquire digital, analytical, and creative skills. Furthermore, AI and digital skills may also affect organizational structure; for instance, companies may need to restructure their hierarchies to ensure they leverage technologies to their fullest potential [11]. AI can help managers make better, data-driven decisions and can be used to create more effective

processes and models. Hence, organizations may see a shift towards flatter and more flexible structures where employees are empowered to make faster and autonomous decisions. While AI and digital skills may lead to the loss of certain jobs, they could also create new opportunities and lead to more efficient work processes. The key will be for individuals and organizations to adapt and remain relevant in the face of advancing technologies [12].

Current Trends & Best Practices in Building Next-Generation Marketing Teams
Building a next-generation marketing team involves several trends and best practices that aim to optimize team performance in the ever-evolving digital landscape. Here are a few of them:

Embrace a Data-Driven Approach: Build a team that leverages data to inform decision-making and optimize marketing campaigns. Analyze data across various channels to uncover insights on customer behavior, preferences, and engagement patterns [13].

Adopt Agile Marketing Processes: Establish a culture of rapid testing and learning. This approach favors learning from campaign failures as much as successes. Resulting in quicker and more effective ways of running campaigns.

Make Strategic Partnerships: Identify the right partners to align with to extend your team's capabilities. Rather than building everything internally, creating partner relationships offers teams the tools, resources, and expertise from experienced businesses [12, 13].

Invest in Talent and Retention: Recruit the right team members to fill key roles, provide in-house training, and offer professional development opportunities that match job expectations and strategies. Focus on employee recognition programs and creating a healthy work culture that understands their social, and financial well-being.

Focus on Creative Storytelling: Storytelling is a crucial skill that generates an emotional response from the primary audience and contributes a strong impact on a brand's image and memorability. Teams that focus on building a creative narrative with powerful messages have effectively increased their total audience engagement [14].

These are a few of the current trends and best practices in building next-generation marketing teams.

Ethical considerations surrounding the use of AI in marketing, such as bias and privacy concerns
While AI has numerous benefits, its use in marketing has sparked ethical discussions covering privacy invasion, bias, and even the balance of power between corporations and consumers. Here are some ethical considerations surrounding AI in marketing:

Bias in data: AI systems rely on large sources of data to make decisions, and if the data itself is biased, the AI will learn from them and thus generate biased outcomes. These biases could unintentionally discriminate against individuals based on their demographics, infringing on their fundamental rights [14,15].

Transparency and privacy: AI systems can process a vast quantity of data, which allows companies to use customer and user information more accurately. Due to this, there is a risk of personal data exposure and privacy infringement. There must be transparency about the use of consumers' data and clear terms of service that establish the basis on which retailers will use this data.

Trustworthiness of AI: AI is capable of automating decision-making processes, which creates an ethical challenge because people ultimately cannot entirely control how AI systems process information. When AI makes decisions about data that affect people's lives, AI must be transparent about its decision reasoning if companies want to gain user trust [16].

Regulation: As AI continues to become more involved in marketing decision-making processes, governments may implement new regulatory policies that prevent abuse and improve the ethical practices underlying AI. Regulations must accompany significant ethical guidance to avoid unintentional problems.

It is important to balance the benefits and challenges of AI and consider its ethical implications entirely before deploying AI in marketing. Companies should carefully evaluate AI systems and test them for unintended consequences [16].

Challenges and limitations of implementing AI and digital skills in marketing
First and foremost, one of the biggest challenges when it comes to implementing AI in marketing is making sure that the data being used is accurate and reliable. AI relies heavily on data, and if the data is flawed or incomplete, then the results generated by the AI will also be flawed.Another challenge is figuring out how to effectively integrate AI-

powered technologies into the existing marketing strategies and workflows. With so many different technologies and tools available, it can be difficult to determine which ones will be most effective for a particular business or marketing campaign [16-18].

In addition to these challenges, there are also potential limitations to consider. For example, some marketers may worry that over-reliance on AI and digital skills could lead to a loss of the human touch in marketing. Additionally, there may be concerns over the cost of implementing and maintaining AI-powered marketing solutions, especially for smaller businesses with more limited budgets [19, 20].

Ultimately, the key to successfully implementing AI and digital skills in marketing is to carefully consider the challenges and limitations, while also identifying and leveraging the many benefits that these technologies can offer. By doing so, businesses can stay competitive and better serve their customers in an ever-evolving digital landscape [21-23].

METHODOLOGY

Research Design
A few fashion brands were tested against reality in order to accomplish the research's goal. As a result, the strategy proposed by Hoy (2010) is being used. In addition to articles and reports from reputable journals, publications, and organisations, a review of the foundational literature on fashion is conducted [24, 25]. During the analysis, key conclusions and models from this earlier research are applied to present work. Also, I opted the interview method, by selecting the interview method, we can validate existing theories and draw upon the experiences of various companies. This approach also facilitates the identification of potential questions for future research, thus contributing to a more comprehensive understanding of the subject matter [26,27].

Transcripts of the Interview with GM of Bonjour Group
Vineet Aurora, who brings with him a background in the fashion industry, is currently leading Bonjour Group as GM. In this pivotal role, Aurora oversees all aspects of the company, including the entire marketing and store operations. The insightful interview took place on March 9, 2016, at Bonjour's headquarters in India.

Bharati-How important do you believe AI and emerging digital skills are to the success of marketing teams today?
Answer: According to GM Vineet Aurora, "I believe AI and emerging digital skills are extremely important to marketing teams today. With the vast amount of data available to marketers, leveraging AI and emerging digital skills can help organizations create more effective marketing campaigns, gain insights on customer behavior and preferences, and ultimately, drive revenue growth."

Bharati-What are some of the challenges marketing teams face when incorporating AI and emerging digital skills into their operations?

Answer: According to GM Vineet Aurora, "One of the biggest challenges we face is upskilling our employees to learn new technologies and ways of working. Another issue is dealing with privacy concerns and ensuring that our marketing campaigns are ethical and transparent."

Bharati-How do you see AI and emerging digital skills changing the way marketing teams operate in the future?

Answer: According to GM Vineet Aurora, "I see AI and emerging digital skills playing an increasingly important role in the future of marketing. With AI, we can process vast amounts of data, enabling us to predict customer behavior and provide more personalized experiences. This will help organizations drive higher engagement, loyalty, and ultimately, revenue."

Bharati-What advice do you have for marketing teams looking to incorporate AI and emerging digital skills into their operations?

Answer: According to GM Vineet Aurora, "Start small, and focus on getting some quick wins. Identify the right use cases and experiments, measure your results, and then scale up as you build your team's skills and confidence."
Bharati-What are some examples of AI-driven technologies that marketing teams can use to enhance their operations?
Answer: According to GM Vineet Aurora, "Some examples include chatbots, which can help automate customer service inquiries, and predictive analytics, which can help organizations anticipate customer behavior and tailor marketing messages accordingly."

Bharati-What are some potential risks associated with incorporating AI into marketing operations?

Answer: According to GM Vineet Aurora, "One potential risk is the overreliance on AI, which could lead to decisions that don't align with human values. Additionally, there are concerns around privacy and data security associated with AI-driven marketing campaigns."

Bharati-How can marketing teams ensure they are using AI in an ethical and responsible manner?

Answer: According to GM Vineet Aurora, "It's important to establish clear guidelines and policies around the use of AI in marketing operations. This includes implementing transparency measures to ensure customers are aware of how their data is being used, as well as building in accountability mechanisms to ensure responsible decision making."

Bharati-How can marketing teams ensure that they are using AI ethically and in a responsible manner?

Answer: According to GM Vineet Aurora, "The responsible use of AI in marketing requires a firm understanding of what data is being collected, how it is being used, and who it is being used on. Marketing teams should prioritize transparency and open communication with consumers about how their data is being used. Additionally, they should ensure that their AI models are robust, reliable, and accurate, and that they are thoroughly tested before being put into production."

Bharati-Are there any concerns around job displacement as AI and automation become more prevalent in the marketing industry?

Answer: According to GM Vineet Aurora, "Yes, there is a valid concern around job displacement as AI and automation become more prevalent in the marketing industry. While AI and automation can bring significant benefits in terms of efficiency and effectiveness, they can also displace human workers. In order to mitigate this risk, marketers should focus on developing the skills that are most in demand in the digital age, such as data analysis, digital marketing, and customer experience management."

Bharati-What trends do you see emerging in terms of the types of AI and digital skills that will be most important for marketing teams in the coming years?

Answer: According to CEO Vineet Aurora, "The importance of AI and digital skills in marketing will continue to grow as more and more consumers move online. Specifically, AI tools that help marketers personalize customer experiences and automate marketing tasks will become increasingly prevalent. Skills that are likely to be in high demand include data analytics, digital marketing, artificial intelligence, and machine learning."

Bharati-How can organizations ensure that they have the necessary resources and infrastructure in place to support the adoption of AI and emerging digital skills?

Answer: According to CEO Vineet Aurora, "Organizations can ensure that they have the necessary resources and infrastructure in place to support the adoption of AI and emerging digital skills by investing in technology and infrastructure that can support these needs, such as cloud computing and machine learning platforms. They can also provide training and development opportunities for their employees to help them gain the skills they need to succeed in the digital age. Finally, they can create a culture of innovation and experimentation that encourages their employees to constantly seek out new and better ways of doing things."

Table1: Characterization of Bonjour's Business

(According to the measures of Porter, 2004)

CoreProducts	Apparel& Knitwear
Employees	2800
Retailchannels	Stores
Numberofstores	45
Competitiveapproach	Cost:discountformat
Targetgroup	All age groups
Geographicmarketcoverage	TheNetherlands,Belgium,Luxembourg,France,Germany
Forwardintegration	Wholly ownedstores
Backwardintegration	Manufacturing

RESULTS & ANALYSIS

During the interview with Bonjour Group's Marketing Manager, a comprehensive grasp of the company's strategy, including the integration of artificial intelligence (AI), was evident. The underlying rationale for strategic decisions highlighted the importance of aligning business objectives with marketing strategies, while utilizing AI to optimize and personalize marketing efforts.Facing competitive pressure to enhance operational effectiveness, Bonjour has shifted emphasis towards collaboration between the marketing and retail chain, with AI playing a key role in the process. Bonjour Group has integrated both teams into a single office space, fostering close cooperation and leveraging AI-driven solutions to drive company growth.Moreover, the implementation of a state-of-the-art IT system that incorporates AI technology ensures seamless information exchange and efficient communication between the teams. By harnessing the power of AI, the marketing department can analyze and predict consumer trends, optimize marketing campaigns, and enhance customer engagement, ultimately bolstering the collaborative efforts of both marketing and logistics teams in achieving business success.

DISCUSSION AND CONCLUSION

The rapidly evolving landscape of marketing, driven by emerging technologies such as artificial intelligence (AI) and digital skills like analytics, automation, and content production, presents both opportunities and challenges for next-generation marketing teams. To remain competitive, businesses must acknowledge and adapt to these technological advancements and integrate them into their marketing efforts.The role of AI in marketing is undeniable, offering potential for more personalized, targeted, and efficient campaigns. While it can enhance performance, organizations must also navigate the complexities of integrating AI, considering ethical implications, transparency, and data privacy. Implementing AI calls for collaboration between marketers, IT specialists, and data scientists to successfully leverage AI capabilities while maintaining consumers' trust.Further, the digital age demands the acquisition of new skills, talent, and expertise in marketing teams to effectively harness emerging technologies. This may include up-skilling the existing workforce or recruiting professionals with relevant experience in analytics, automation, and content production [28, 29].

CONCLUSION

In conclusion, building next-generation marketing teams equipped with AI and digital skills is essential for companies to thrive in the competitive and ever-evolving digital landscape. While challenges exist in integrating these technologies and skills into existing methodologies, the benefits outweigh potential obstacles. By adopting a forward-thinking mindset, investing in continuous professional development, and leveraging best practices from successful implementations, companies can create efficient and effective marketing teams that capitalize on the opportunities offered by AI and emerging digital skills. Ultimately, these efforts will lead to the development of more personalized, targeted, and impactful marketing campaigns that drive business success.

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