

Beyond Automation: Reimagining Marketing Management Through Human-AI Collaboration

¹K. Rajarajeswari* and ²Dr. R. Dhivya

**Corresponding Author ¹Research Scholar Department of Management PSGR Krishnammal College for Women*

²Assistant Professor Department of Management PSGR Krishnammal College for Women

Abstract - The rapid advancement of Artificial Intelligence (AI) is transforming marketing management by enhancing data-driven decision-making, customer insights, and strategic planning. While AI has demonstrated remarkable capabilities in processing vast amounts of market information and generating predictive insights, effective marketing decisions continue to rely on human expertise, creativity, ethical judgment, and contextual understanding. Consequently, the concept of Human-AI Collaboration has emerged as a strategic approach that combines the analytical capabilities of AI with human intuition and managerial experience to improve marketing effectiveness. Despite growing interest in AI-enabled marketing, existing studies primarily focus on AI adoption and automation, with limited attention given to the collaborative relationship between humans and AI in marketing decision-making.

This study proposes a conceptual framework to examine the influence of Human-AI Collaboration on Marketing Performance through the mediating roles of Marketing Agility and Decision Quality. Drawing on Dynamic Capability Theory and Socio-Technical Systems Theory, the study argues that collaborative intelligence enables organizations to respond more effectively to dynamic market conditions, improve strategic decision-making, and achieve superior marketing outcomes. The proposed framework also suggests that AI Literacy may strengthen the effectiveness of Human-AI Collaboration by enabling marketers to interpret and utilize AI-generated insights more efficiently. The study contributes to the marketing management literature by extending the understanding of collaborative intelligence beyond AI adoption and emphasizing the complementary roles of humans and AI in organizational decision-making. The proposed framework offers practical implications for marketing managers seeking to integrate AI technologies while preserving human creativity and strategic judgment. Furthermore, it provides a foundation for future empirical research examining Human-AI Collaboration as a critical capability for sustainable marketing performance in the era of intelligent technologies.

Keywords: Human-AI Collaboration, Marketing Decision-Making, Marketing Agility, Decision Quality, Marketing Performance, Collaborative Intelligence.

1. INTRODUCTION

Artificial Intelligence (AI) has emerged as one of the most transformative technologies influencing contemporary marketing management. Advances in machine learning, predictive analytics, natural language processing, computer vision, and generative AI have enabled organizations to analyze

large volumes of structured and unstructured customer data, automate marketing processes, personalize customer experiences, optimize pricing strategies, and support strategic decision-making. AI applications are increasingly embedded in customer relationship management, digital advertising, demand forecasting, market segmentation, recommendation systems, and customer service, enabling firms to improve operational efficiency while delivering superior customer value (Davenport et al., 2020; Huang & Rust, 2021; Dwivedi et al., 2023). As markets become increasingly dynamic and data-intensive, AI is widely recognized as a strategic resource that enhances marketing effectiveness and contributes to sustainable competitive advantage.

Despite these advancements, AI should be viewed as an enabler rather than a replacement for human intelligence in marketing decision-making. Although AI excels at processing large-scale datasets, identifying hidden patterns, and generating predictive insights, it lacks the contextual understanding, creativity, ethical reasoning, emotional intelligence, and experiential knowledge required for complex managerial decisions. AI-generated recommendations may therefore overlook cultural nuances, changing consumer emotions, and strategic considerations that influence marketing effectiveness. Furthermore, concerns regarding algorithmic bias, data privacy, transparency, explainability, and accountability continue to challenge the responsible adoption of AI within organizations (Huang & Rust, 2021; Raisch & Krakowski, 2021; Floridi & Cowls, 2019).

Recent research suggests that organizational value is maximized when AI complements rather than replaces human expertise. While AI provides computational efficiency and analytical capabilities, human managers contribute strategic thinking, creativity, intuition, ethical judgment, and contextual interpretation that remain essential for effective marketing management. Consequently, AI is increasingly viewed as a decision-support technology that augments managerial capabilities instead of automating strategic decisions. Organizations that successfully integrate AI with human expertise are better positioned to improve decision quality, foster innovation, and create meaningful customer experiences (Dellermann et al., 2019; Davenport et al., 2020; Huang & Rust, 2022).

This shift has led to the emergence of Human-AI Collaboration, also referred to as collaborative intelligence, which emphasizes the complementary interaction between artificial intelligence and human intelligence in organizational decision-making. Within marketing, AI performs computationally intensive tasks such as customer analytics, market forecasting, segmentation, and content generation, whereas marketers interpret AI-generated insights, incorporate

organizational and environmental context, exercise ethical judgment, and make final strategic decisions. By combining AI's analytical capabilities with human expertise, organizations can enhance strategic flexibility, accelerate responses to changing market conditions, and improve overall marketing effectiveness (Dellermann et al., 2019; Raisch & Krakowski, 2021; Huang & Rust, 2022).

Although AI has become a major research theme in marketing, existing studies have primarily focused on AI adoption, marketing automation, customer analytics, personalization, chatbot implementation, and generative AI applications (Davenport et al., 2020; Dwivedi et al., 2023). Comparatively limited attention has been devoted to understanding Human–AI Collaboration as a strategic organizational capability that enhances marketing performance. In particular, the mechanisms through which Human–AI Collaboration influences Marketing Agility and Decision Quality remain underexplored. Furthermore, limited research has examined whether AI Literacy strengthens the effectiveness of collaborative decision-making by enabling marketers to better interpret and utilize AI-generated insights. These gaps highlight the need for an integrated framework that explains how collaborative intelligence contributes to superior marketing outcomes.

Drawing upon Dynamic Capability Theory (Teece, Pisano, & Shuen, 1997) and Socio-Technical Systems Theory (Trist & Bamforth, 1951), this study proposes a conceptual framework that examines the influence of Human–AI Collaboration on Marketing Performance through the mediating roles of Marketing Agility and Decision Quality, while investigating AI Literacy as a moderating variable. The proposed framework extends the marketing management literature by positioning Human–AI Collaboration as a strategic capability that combines technological intelligence with human expertise to improve organizational responsiveness and decision-making. The study also offers practical implications for organizations seeking to integrate AI into marketing processes while preserving human creativity, ethical responsibility, and sustainable competitive advantage.

Table 1: Recent Industry Statistics on Artificial Intelligence Adoption

Recent Industry Insight	Key Statistics	Source
Organizations using AI in at least one business function	88%	McKinsey Global Survey (2025)
Organizations experimenting with AI Agents	62%	McKinsey (2025)
Organizations where AI enables innovation	64%	McKinsey (2025)
Indian organizations exploring Agentic AI	Over 80%	Deloitte India (2025)
Organizations pursuing more than 10 GenAI initiatives	71%	Deloitte India (2025)

Companies using three or more AI marketing use cases	Around two-thirds	Deloitte CMO Survey (2026)
--	-------------------	----------------------------

Source: Compiled by the author based on McKinsey Global Survey (2025), McKinsey (2025), Deloitte India (2025), and Deloitte CMO Survey (2026).

2.LITERATURE REVIEW

2.1 Artificial Intelligence in Marketing Management

Artificial Intelligence (AI) has become a transformative technology in contemporary marketing management, enabling organizations to analyze large volumes of customer and market data, automate marketing processes, personalize customer experiences, and support strategic decision-making. AI encompasses technologies such as machine learning, natural language processing, computer vision, predictive analytics, and generative AI that facilitate data-driven marketing activities across customer relationship management, market segmentation, pricing, recommendation systems, digital advertising, and demand forecasting (Davenport et al., 2020; Huang & Rust, 2021; Dwivedi et al., 2023). Consequently, AI has evolved from an operational support tool into a strategic organizational resource that enhances marketing effectiveness and competitive advantage.

The evolution of AI has significantly expanded its role in marketing. Huang and Rust (2021) classify AI into mechanical AI, which automates repetitive tasks; thinking AI, which analyses complex data and supports decision-making; and feeling AI, which recognizes emotions and facilitates customer interactions. These capabilities enable organizations to improve customer insights, optimize marketing campaigns, and strengthen organizational responsiveness in increasingly dynamic markets.

Despite these advantages, AI has important limitations. Although AI excels at processing information and generating predictive insights, it lacks creativity, ethical reasoning, emotional intelligence, and contextual understanding required for many strategic marketing decisions. Moreover, issues related to algorithmic bias, explainability, transparency, privacy, and accountability continue to challenge responsible AI implementation (Floridi & Cows, 2019; Raisch & Krakowski, 2021). Consequently, researchers increasingly argue that AI should augment rather than replace human expertise. The future of marketing therefore lies in combining AI's analytical capabilities with human creativity, strategic judgment, and ethical reasoning to achieve superior organizational outcomes (Huang & Rust, 2022; Dellermann et al., 2019).

2.2 Human–AI Collaboration

Human–AI Collaboration (HAIC), also referred to as collaborative intelligence, has emerged as a strategic approach that integrates the complementary capabilities of humans and AI to improve organizational decision-making. Rather than replacing human expertise, collaborative intelligence emphasizes the integration of AI's computational power with human creativity, contextual interpretation, ethical reasoning, and strategic judgment (Dellermann et al., 2019; Raisch & Krakowski, 2021).

Within marketing, Human–AI Collaboration enables organizations to combine AI-generated insights with managerial expertise across activities such as customer segmentation, pricing, forecasting, campaign optimization, brand management, and customer relationship management. AI contributes analytical speed, predictive accuracy, and real-time market intelligence, while marketers interpret these insights within organizational, competitive, and cultural contexts to make informed strategic decisions (Huang & Rust, 2022). Empirical evidence suggests that collaborative intelligence improves organizational learning, decision quality, innovation, and responsiveness. However, successful collaboration depends on transparency, trust, complementary task allocation, and effective interaction between humans and AI rather than technology adoption alone (Dellermann et al., 2019; Shrestha et al., 2019). Although Human–AI Collaboration has received increasing scholarly attention, most existing studies focus on technology adoption or AI performance, while limited research examines its influence on organizational capabilities such as Marketing Agility and Decision Quality within marketing management. This study therefore conceptualizes Human–AI Collaboration as a strategic capability that enhances organizational marketing performance.

2.3 Marketing Agility

Marketing Agility refers to an organization's ability to sense market changes, respond rapidly to evolving customer needs, and continuously adapt marketing strategies in dynamic business environments (Kalaighnam et al., 2021). Rooted in Dynamic Capability Theory (Teece, Pisano, & Shuen, 1997; Teece, 2018), Marketing Agility enables firms to identify opportunities, reconfigure resources, and maintain competitive advantage under conditions of uncertainty.

AI strengthens organizational agility by providing timely customer insights, market intelligence, and predictive analytics, enabling firms to detect environmental changes more rapidly. However, strategic agility also requires human judgment to interpret AI-generated information and align strategic responses with organizational objectives. Consequently, Marketing Agility is increasingly viewed as the outcome of effective collaboration between AI capabilities and human expertise rather than technological capability alone (Huang & Rust, 2021). Despite its strategic importance, limited research has examined Human–AI Collaboration as an antecedent of Marketing Agility, particularly within marketing management.

2.4 Decision Quality

Decision Quality refers to the extent to which managerial decisions are accurate, timely, objective, and aligned with organizational objectives (Power, 2002; Shrestha et al., 2019). Advances in AI have significantly improved decision-making by enabling organizations to analyze complex datasets, forecast customer behavior, evaluate marketing performance, and generate predictive recommendations. These capabilities reduce uncertainty and support evidence-based marketing decisions (Davenport et al., 2020; Huang & Rust, 2021).

Nevertheless, high-quality decisions depend not only on analytical accuracy but also on contextual interpretation, ethical reasoning, creativity, and strategic judgment. Human–AI Collaboration combines AI's computational intelligence

with managerial expertise, enabling organizations to improve analytical accuracy while ensuring that decisions reflect organizational objectives and market realities (Jarrahi, 2018; Dellermann et al., 2019). Furthermore, organizations possessing higher Marketing Agility are better able to make timely and strategically informed decisions by responding quickly to changing market conditions (Kalaighnam et al., 2021). However, the combined influence of Human–AI Collaboration and Marketing Agility on Decision Quality remains insufficiently explored.

2.5 Marketing Performance

Marketing Performance represents the effectiveness of organizational marketing activities in achieving strategic objectives, including customer satisfaction, market share, sales growth, brand equity, customer retention, and profitability (Morgan, 2012). In increasingly competitive markets, organizations seek to improve marketing performance by leveraging digital technologies and AI-driven capabilities.

AI enhances marketing performance by improving customer analytics, campaign effectiveness, personalization, demand forecasting, and resource allocation (Davenport et al., 2020; Huang & Rust, 2021). However, sustainable performance depends not only on technological capability but also on organizations' ability to integrate AI with human expertise. Marketing Agility enables firms to respond rapidly to market changes, while Decision Quality ensures that strategic choices are accurate and aligned with organizational goals. Together, these capabilities translate Human–AI Collaboration into superior marketing outcomes. Although previous studies have investigated AI adoption and firm performance, limited research has examined the mediating roles of Marketing Agility and Decision Quality within an integrated framework.

Table 2: Theoretical Foundations of the Present Study

Theory	Main Proposition	Application in Present Study
Dynamic Capability Theory (Teece et al., 1997)	Organizations achieve competitive advantage by sensing, seizing, and transforming opportunities in dynamic environments.	Explains how Human–AI Collaboration enhances Marketing Agility and ultimately improves Marketing Performance.
Socio-Technical Systems Theory (Trist & Bamforth, 1951)	Organizational performance depends on the effective interaction between human and technological systems.	Supports Human–AI Collaboration as an integrated socio-technical capability that improves Decision Quality and Marketing Performance.

Source: Author's compilation based on Teece et al. (1997), Trist and Bamforth (1951), and Barney (1991)

2.6 AI Literacy

As AI becomes increasingly integrated into marketing activities, AI Literacy has emerged as an essential

Author(s)	Research Focus	Research Gap
Davenport et al. (2020)	AI in Marketing	Focused mainly on AI adoption rather than collaboration between humans and AI.
Huang & Rust (2021)	Artificial Intelligence in Marketing	Limited discussion on human strategic judgment in AI-enabled decisions.
Jarek & Mazurek (2019)	AI-supported Marketing Decisions	Human creativity and collaboration were not examined.
Dwivedi et al. (2021)	AI Adoption in Business	Marketing agility and decision quality were not integrated.
Verhoef et al. (2021)	Digital Transformation	Human-AI collaborative capability remains underexplored.
Present Study	Human-AI Collaboration in Marketing	Examines the mediating roles of Marketing Agility and Decision Quality and the moderating role of AI Literacy.

Source: Compiled by the author based on the reviewed literature.

4. Conceptual Framework

Based on the review of the literature and the theoretical foundations of Dynamic Capability Theory and Socio-Technical Systems Theory, this study proposes an integrated conceptual framework to explain how Human-AI Collaboration enhances organizational Marketing Performance. The framework conceptualizes Human-AI Collaboration as a strategic organizational capability that combines the computational intelligence of AI with human creativity, contextual understanding, ethical reasoning, and managerial expertise. Rather than considering AI as an autonomous decision-maker, the proposed model recognizes that organizational value is created through effective collaboration between intelligent technologies and human decision-makers.

The framework proposes that Human-AI Collaboration enables organizations to improve Marketing Agility by facilitating rapid access to customer insights, market intelligence, and predictive analytics. Agile organizations are better positioned to sense market changes, adapt marketing strategies, and respond effectively to dynamic customer needs. Increased organizational agility subsequently contributes to higher Decision Quality by enabling managers to make timely, evidence-based, and strategically aligned marketing decisions.

Decision Quality is proposed as the immediate antecedent of Marketing Performance. High-quality marketing decisions improve customer value creation, campaign effectiveness, resource allocation, customer satisfaction, brand performance, and organizational competitiveness. Consequently, Decision Quality serves as the primary mechanism through which Human-AI Collaboration and Marketing Agility are translated into superior Marketing Performance.

The framework further proposes that AI Literacy strengthens the effectiveness of Human-AI Collaboration. Marketing professionals possessing higher AI Literacy are expected to better understand AI capabilities, critically evaluate AI-generated recommendations, recognize algorithmic limitations, and integrate computational intelligence with human judgment. Therefore, AI Literacy is expected to positively moderate the relationship between Human-AI Collaboration and Decision Quality.

Overall, the proposed conceptual framework integrates Dynamic Capability Theory and Socio-Technical Systems Theory to explain how organizations can leverage collaborative intelligence to improve marketing decision-making and organizational performance. The framework contributes to the existing literature by positioning Human-AI Collaboration as a strategic capability that enhances organizational adaptability, improves managerial decision quality, and strengthens marketing performance through complementary organizational mechanisms.

Table 4: Definitions of the Key Research Constructs

Construct	Definition	Foundational Source
Human-AI Collaboration	The collaborative interaction between human expertise and AI systems to improve decision-making.	Dellermann et al. (2019)
Marketing Agility	The capability to rapidly sense and respond to market changes.	Roberts & Grover (2012)
Decision Quality	The extent to which marketing decisions are accurate, timely, and effective.	Dean & Sharfman (1996)
Marketing Performance	Achievement of marketing objectives such as customer satisfaction, sales growth, and competitive advantage.	Morgan (2012)
AI Literacy	Individuals' ability to understand, evaluate, and	Ng et al. (2021)

effectively utilize
AI technologies.

Source: Compiled by the author based on Dean and Sharfman (1996), Roberts and Grover (2012), Morgan (2012), Dellermann et al. (2019), and Ng et al. (2021).

5. Discussion

The proposed framework positions Human–AI Collaboration (HAIC) as a strategic organizational capability that enhances marketing performance by integrating the complementary strengths of human expertise and artificial intelligence. Rather than replacing human decision-makers, AI augments managerial capabilities by providing analytical speed, predictive intelligence, and data-driven insights, while humans contribute creativity, contextual understanding, ethical reasoning, and strategic judgment (Dellermann et al., 2019; Raisch & Krakowski, 2021; Huang & Rust, 2022). This collaborative perspective reflects the growing shift in marketing from technology adoption to collaborative intelligence (Dwivedi et al., 2023).

Drawing on Dynamic Capability Theory (Teece, Pisano, & Shuen, 1997; Teece, 2018), the framework proposes that Human–AI Collaboration strengthens Marketing Agility by enabling organizations to sense market changes, seize emerging opportunities, and rapidly adapt marketing strategies. AI facilitates continuous analysis of customer behaviour, market trends, and competitive intelligence, while managers interpret these insights and align strategic responses with organizational objectives (Kalaighnam et al., 2021; Huang & Rust, 2021). Consequently, organizations that effectively integrate AI with managerial expertise are expected to become more agile and responsive in dynamic marketing environments. The framework further suggests that Human–AI Collaboration enhances **Decision Quality** by combining AI's analytical capabilities with human judgment. While AI improves forecasting, pattern recognition, and evidence-based recommendations, marketing decisions frequently require contextual interpretation, ethical evaluation, and experiential knowledge that remain uniquely human (Jarrahi, 2018; Shrestha et al., 2019). Collaborative decision-making therefore reduces uncertainty and supports more accurate, timely, and strategically aligned marketing decisions (Dellermann et al., 2019; Raisch & Krakowski, 2021).

Marketing Agility and Decision Quality are proposed as complementary organizational mechanisms through which Human–AI Collaboration contributes to Marketing Performance. Agile organizations respond more effectively to changing customer needs and competitive pressures, while high-quality decisions improve campaign effectiveness, customer satisfaction, brand performance, and resource allocation (Morgan, 2012; Kalaighnam et al., 2021). This perspective extends prior research by explaining how collaborative intelligence translates into sustainable marketing outcomes rather than viewing AI adoption as an end.

The framework also identifies AI Literacy as an important enabling capability. AI-literate marketing professionals possess

the knowledge and critical thinking required to interpret AI-generated insights, recognize algorithmic limitations, and apply AI responsibly within organizational decision-making (Long & Magerko, 2020; Ng et al., 2021). Consequently, organizations investing in AI Literacy are better positioned to strengthen Human–AI Collaboration and improve managerial decision-making (Dellermann et al., 2019).

Overall, the proposed framework advances the view that competitive advantage in AI-enabled marketing depends not only on technological sophistication but also on organizations' ability to integrate AI capabilities with human expertise, organizational agility, and informed managerial decision-making (Barney, 1991; Teece et al., 1997; Dwivedi et al., 2023).

6. Theoretical Implications

This perspective contributes to marketing theory by positioning Human–AI Collaboration as a strategic organizational capability rather than simply an AI adoption initiative. By integrating Dynamic Capability Theory (Teece et al., 1997; Teece, 2018) with Socio-Technical Systems Theory (Trist & Bamforth, 1951), the framework explains how organizational value emerges through the effective interaction of human expertise and intelligent technologies.

The framework also extends existing marketing literature by identifying Marketing Agility and Decision Quality as key mechanisms through which Human–AI Collaboration improves Marketing Performance. Furthermore, it highlights AI Literacy as an organizational capability that strengthens collaborative intelligence and responsible AI-enabled decision-making (Ng et al., 2021; Long & Magerko, 2020). These contributions provide a foundation for future conceptual refinement and empirical validation.

7. Managerial Implications

The proposed framework offers practical guidance for organizations implementing AI in marketing. Rather than focusing exclusively on AI technologies, managers should develop collaborative environments where AI complements human expertise in strategic decision-making (Huang & Rust, 2022; Dellermann et al., 2019). Organizations should establish transparent AI governance, encourage cross-functional collaboration, and integrate AI into core marketing processes to improve agility and responsiveness.

Organizations should also invest in AI Literacy through employee training and continuous capability development. Improving employees' understanding of AI enhances their ability to evaluate AI-generated recommendations, increases trust in intelligent systems, and supports higher-quality decisions (Long & Magerko, 2020; Ng et al., 2021). Such investments enable firms to combine technological capability with human creativity and strategic thinking, ultimately strengthening Marketing Performance (Morgan, 2012).

8. Future Research Directions

Future research should empirically validate the proposed framework across different industries and organizational settings. Researchers may examine the relationships among Human-AI Collaboration, Marketing Agility, Decision Quality, AI Literacy, and Marketing Performance using quantitative, qualitative, or mixed-method approaches. Additional studies may investigate the influence of AI governance, organizational culture, leadership, employee trust, and digital maturity on collaborative intelligence (Dwivedi et al., 2023; Raisch & Krakowski, 2021). Comparative and longitudinal research could further explain how Human-AI Collaboration evolves as AI technologies and organizational capabilities mature.

9. Conclusion

Artificial Intelligence is reshaping marketing by enabling organizations to deliver faster, data-driven, and customer-centric decisions. However, consistent with recent research, sustainable competitive advantage is more likely to arise from effective collaboration between humans and AI than from technology alone (Huang & Rust, 2022; Dwivedi et al., 2023). By integrating Dynamic Capability Theory (Teece et al., 1997) and Socio-Technical Systems Theory (Trist & Bamforth, 1951), this perspective proposes that Human-AI Collaboration enhances Marketing Agility and Decision Quality, ultimately improving Marketing Performance, while AI Literacy strengthens collaborative effectiveness. The framework offers a theoretical basis for future empirical research and practical guidance for organizations seeking to leverage AI responsibly and strategically in marketing.

10. References

- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Berretta, R., Pantano, E., Rese, A., & Baier, D. (2023). Human-AI collaboration in business: A systematic review and research agenda. *Journal of Business Research*, 150, 113191. <https://doi.org/10.1016/j.jbusres.2022.113191>
- Davenport, T. H., Guha, A., Grewal, D., & Bressgott, T. (2020). How artificial intelligence will change the future of marketing. *Journal of the Academy of Marketing Science*, 48(1), 24–42. <https://doi.org/10.1007/s11747-019-00696-0>
- Dean, J. W., Jr., & Sharfman, M. P. (1996). Does decision process matter? A study of strategic decision-making effectiveness. *Academy of Management Journal*, 39(2), 368–392. <https://doi.org/10.2307/256784>
- Dellermann, D., Ebel, P., Söllner, M., & Leimeister, J. M. (2019). Hybrid intelligence. *Business & Information Systems Engineering*, 61(5), 637–643. <https://doi.org/10.1007/s12599-019-00595-2>
- Dellermann, D., Ebel, P., Söllner, M., & Leimeister, J. M. (2021). Collaborative intelligence: Humans and AI are joining forces. *Business & Information Systems Engineering*, 63(3), 255–266. <https://doi.org/10.1007/s12599-020-00669-6>
- Dwivedi, Y. K., Hughes, L., Ismagilova, E., Aarts, G., Coombs, C., Crick, T., Duan, Y., Dwivedi, R., Edwards, J., Eirug, A., Galanos, V., Ilavarasan, P. V., Janssen, M., Jones, P., Kar, A. K., Kizgin, H., Kronemann, B., Lal, B., Lucini, B., ... Williams, M. D. (2023). So what if ChatGPT wrote it? Multidisciplinary perspectives on opportunities, challenges and implications of generative conversational AI for research, practice and policy. *International Journal of Information Management*, 71, 102642. <https://doi.org/10.1016/j.ijinfomgt.2023.102642>
- Floridi, L., & Cowls, J. (2019). A unified framework of five principles for AI in society. *Harvard Data Science Review*, 1(1). <https://doi.org/10.1162/99608f92.8cd550d1>
- Huang, M. H., & Rust, R. T. (2021). A strategic framework for artificial intelligence in marketing. *Journal of the Academy of Marketing Science*, 49(1), 30–50. <https://doi.org/10.1007/s11747-020-00749-9>
- Huang, M. H., & Rust, R. T. (2022). The rise of AI in marketing: A perspective on the future of marketing. *International Journal of Research in Marketing*, 39(1), 155–167. <https://doi.org/10.1016/j.ijresmar.2021.03.004>
- Jarrahi, M. H. (2018). Artificial intelligence and the future of work: Human-AI symbiosis in organizational decision making. *Business Horizons*, 61(4), 577–586. <https://doi.org/10.1016/j.bushor.2018.03.007>
- Kalaigianam, K., Kushwaha, T., Eilert, M., & Tuli, K. R. (2021). The impact of digital technologies on marketing agility. *Journal of the Academy of Marketing Science*, 49(6), 1305–1328. (Please verify the volume, issue, and page numbers according to the version you cite.)
- Long, D., & Magerko, B. (2020). What is AI literacy? Competencies and design considerations. *Proceedings of the 2020 CHI Conference on Human Factors in Computing Systems*, 1–16. <https://doi.org/10.1145/3313831.3376727>
- Morgan, N. A. (2012). Marketing and business performance. *Journal of the Academy of Marketing Science*, 40(1), 102–119. <https://doi.org/10.1007/s11747-011-0279-9>
- Ng, D. T. K., Leung, J. K. L., Chu, S. K. W., & Qiao, M. S. (2021). AI literacy: Definition, teaching, evaluation and ethical issues. *Proceedings of the Association for Information Science and Technology*, 58(1), 504–509. [https://doi.org/10.100ic_capabilities:The_nature_and_microfoundations_of_\(sustainable\)_enterprise_performance.Strategic_Management_Journal.28\(13\).1319-1350](https://doi.org/10.100ic_capabilities:The_nature_and_microfoundations_of_(sustainable)_enterprise_performance.Strategic_Management_Journal.28(13).1319-1350)
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic*

- Management Journal*, 18(7), 509–533.
[https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z)
17. Trist, E. L., & Bamforth, K. W. (1951). Some social and psychological consequences of the longwall method of coal-getting. *Human Relations*, 4(1), 3–38.
<https://doi.org/10.1177/001872675100400101>
 18. Verma, S., Sharma, R., Deb, S., & Maitra, D. (2021). Artificial intelligence in marketing: Systematic review and future research directions. *International Journal of Information Management Data Insights*, 1(1), 100002.
<https://doi.org/10.1016/j.jjime.2020.100002>
 19. 2/pra2.487
 20. Raisch, S., & Krakowski, S. (2021). Artificial intelligence and management: The automation–augmentation paradox. *Academy of Management Review*, 46(1), 192–210.
<https://doi.org/10.5465/amr.2018.0072>
 21. Roberts, N., & Grover, V. (2012). Leveraging information technology infrastructure to facilitate organizational agility. *Journal of Management Information Systems*, 28(4), 231–270.
<https://doi.org/10.2753/MIS0742-1222280409>
 22. Rust, R. T., Ambler, T., Carpenter, G. S., Kumar, V., & Srivastava, R. K. (2004). Measuring marketing productivity: Current knowledge and future directions. *Journal of Marketing*, 68(4), 76–89.
<https://doi.org/10.1509/jmkg.68.4.76.42721>
 23. Shrestha, Y. R., Ben-Menahem, S. M., & von Krogh, G. (2019). Organizational decision-making structures in the age of artificial intelligence. *California Management Review*, 61(4), 66–83.
<https://doi.org/10.1177/0008125619862257>