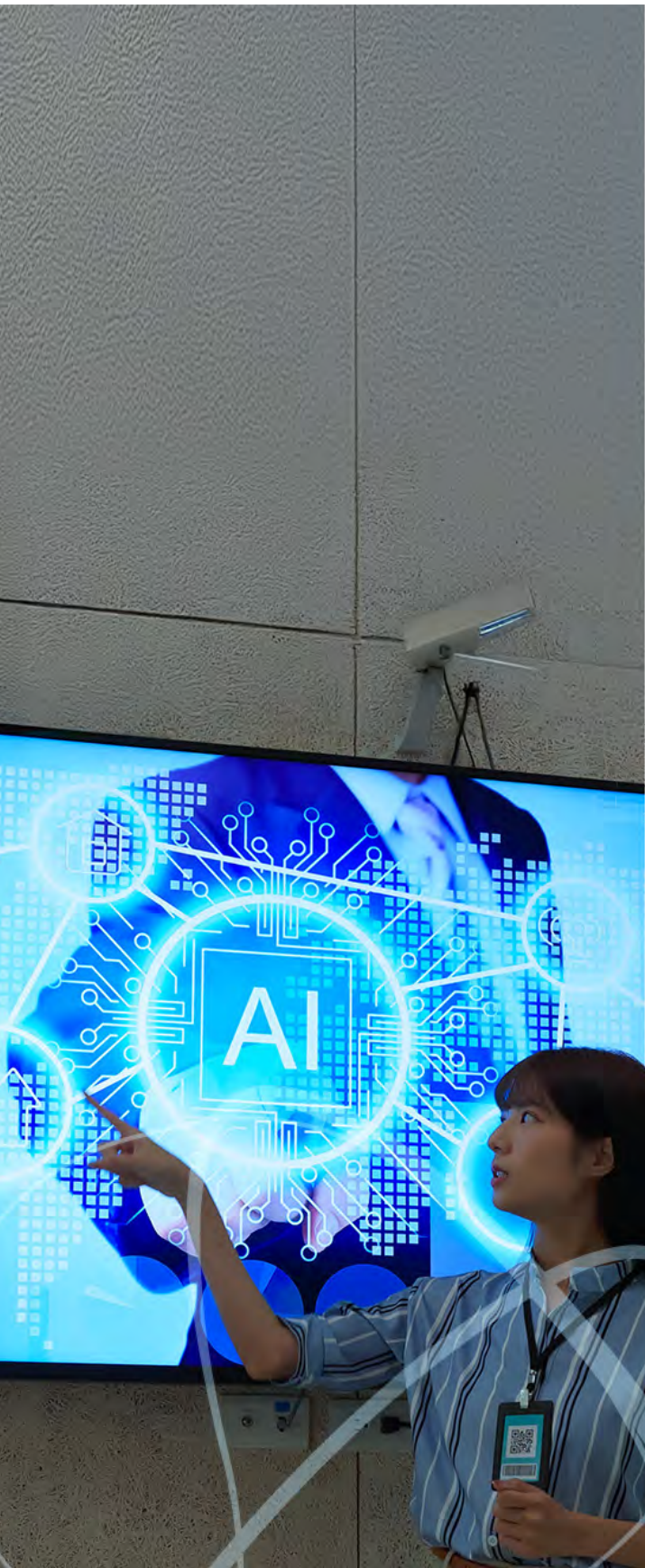


CMO RADAR
REPORT
2024



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Executive summary

Artificial intelligence offers tremendous potential within the marketing function — and much of that potential is already being fulfilled. CMOs now appreciate AI’s value as an essential tool that enhances nearly every element of marketing, just as their influence is growing in the C-suite. CMOs have now demonstrated they can create value from AI and are poised to show the rest of their organizations how to do the same.

While this transition might seem sudden, marketers are not newcomers to AI. For the last decade they have gradually integrated traditional AI — rules-based and deterministic algorithms that carry out well-defined and repetitive tasks — into their work to help them understand and respond to customer trends and demands. But when ChatGPT and similar generative AI tools launched, marketers were suddenly able to use the technology for creative tasks, not just data analytics and classification.

Combined, both AI areas are now fundamentally reshaping marketers’ work and value and putting a greater emphasis on AI fluency — the ability to solve problems with AI and a factor [Forrester describes](#) as the CMO’s “next big superpower.”

However, the impact of AI has not fully materialized. A year ago, [Infosys research](#) found that companies struggled to create value with generative AI — just 10% hit the mark. The new Infosys CMO Radar shows that marketing leaders have advanced since then, with 35% succeeding in their AI efforts and more than half the initiatives deployed at scale generating value.

Even with greater success, a divide remains

among marketers. We found that one group (Laggards) is hurrying toward an AI-driven future with insufficient planning and a reduced chance of achieving the value required from the technology. Meanwhile, an AI-fluent group (Leaders) has established robust frameworks and processes necessary for AI to deliver on its widely hyped promise. A third group (Learners) falls in between, with some AI successes but room to increase their AI fluency.

To understand how AI is transforming marketing, Infosys surveyed 2,600 CMOs and other marketing leaders across 14 industries in five countries and regions. The survey findings illuminate the progress marketers have made in adopting AI and provides data and analysis to help enterprises unlock the technology's full potential — enhancing creativity, improving efficiency, increasing speed, and better understanding their customer.

AI is embedded in marketing

Marketing's use of AI is both broad and deep. We have found that nearly all marketing leaders use AI to some extent, and nearly three-quarters (73%) say it supports all seven marketing activities we surveyed. Additionally, marketing leaders told Infosys for this survey that AI is integral to content creation, campaign management, and personalization, with marketers using the technology for nearly 60% of these tasks.

AI creates value

Chief marketing officers aren't just using AI frequently; they use it effectively. Just over half (52%) of the marketing leaders who have deployed AI for each marketing activity say the technology is generating value. However, that still leaves a significant portion of AI investments that are not producing expected results.

The path to AI value

Most CMOs have completed the initial phases of AI adoption, and are using the technology in varying degrees across a wide range of tasks and realizing measurable results.

Now marketing leaders can benefit from connecting AI to other areas of the enterprise — from technology and strategy to management functions. Our research shows that CMOs are more likely to create business value from AI when they do the following:

1. Embed AI solutions into business processes.
2. Align AI, business, and marketing strategies.
3. Factor risk management into adoption of AI marketing solutions.
4. Ensure the MarTech stack is scalable and optimized for AI use cases.



AI is fueling marketing

Although the generative AI era is barely two years old, this emerging technology — alongside traditional AI — has become the backbone of modern marketing. Initially, AI was used to [automate repetitive tasks](#), analyze customer data, create personalized recommendations, and manage programmatic advertising. As the technology has evolved, AI is now widely used to generate creative content, power more advanced chatbots, and analyze greater volumes of customer data and market signals.

Generative AI tools like OpenAI's ChatGPT and Midjourney are automating the production of marketing materials, social media posts, and design work. At the same time, traditional AI is being used to anticipate customer needs, optimize campaigns, and make data-driven decisions that boost marketing performance.

Companies are now entering the next phase of AI integration. The rush to add generative AI to the toolbox is mostly complete. Now, marketers need to embed AI into more marketing processes and across business processes companywide. As tools become more sophisticated and easier to use, they are capable of handling increasingly complex tasks and deeper integration within the enterprise.

AI is an essential technology

Marketers and C-suite executives now see AI as essential, not just helpful. The focus has shifted from whether AI is being used to how extensively and successfully it is integrated, where it's applied, and what value it delivers (see the next section for more details).

Infosys surveyed marketing leaders on their AI use across seven key activities to assess the scope of adoption. We found that AI is now used almost universally in marketing departments worldwide. Nearly all marketing executives (96%) report using AI in at least one of the seven activities surveyed — either deployed or still experimenting with pilots and proofs of concept. And 73% are using AI to some degree in all seven areas.

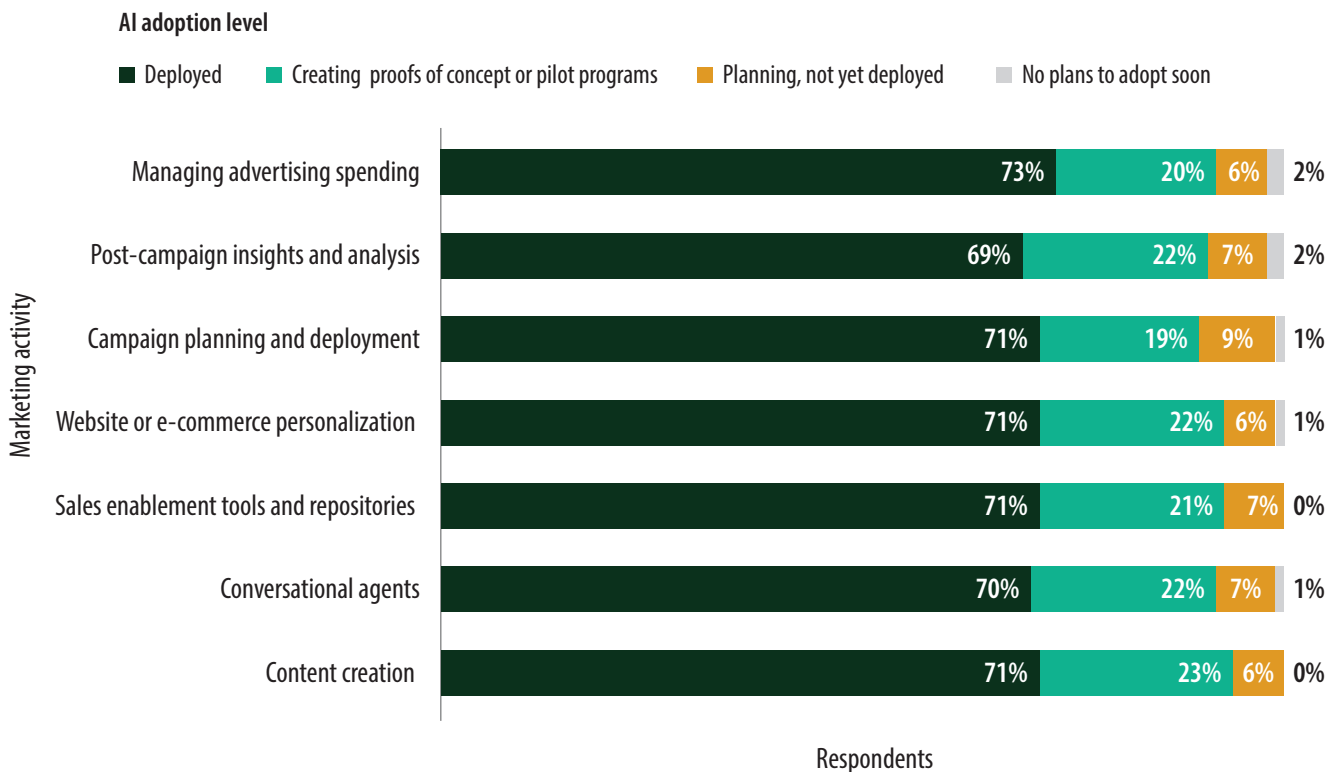
The use of AI is not isolated to a few areas — it is spread fairly evenly, with about 70% of respondents saying they have already deployed AI in each marketing activity (Figure 1). The

findings indicate that CMOs understand that AI offers great potential across the entire marketing value chain — or, at the very least, they fear missing out as competitors adopt new AI tools that could establish them as market leaders.

For each marketing activity, a small segment (21%) remains in the proof-of-concept or pilot phase. Few are still in the planning stages or have no plans to deploy AI in their marketing organization.

These findings show that AI’s role in marketing is multifaceted. CMOs are leveraging AI to enhance efficiency through automation — an area where

Figure 1. AI is deployed about seven in 10 times for each marketing activity on average



Percentages do not add up to 100% because of rounding.

Source: Infosys Knowledge Institute

they expect the greatest value. AI tools are already helping marketing teams streamline workflows and reduce manual tasks. At the same time, AI’s ability to process large datasets, target audiences more precisely, and deliver personalized customer experiences is improving campaign effectiveness.

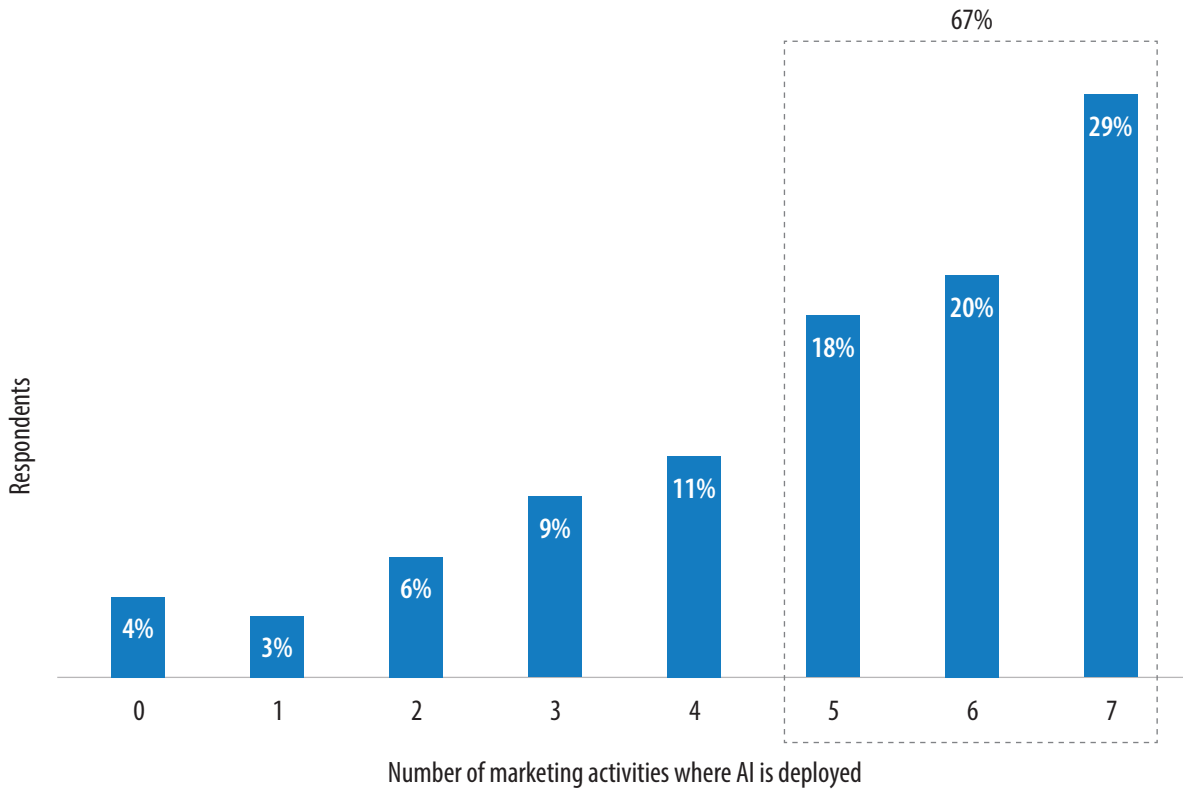
Marketing leaders have demonstrated their ability to scale AI within their organizations — in some cases, they have been integrating AI tools for over a decade. With generative AI tools like copywriting and video editing, the scaling timeline has shortened to just months in many cases. About 30% of marketing leaders report that they have already deployed AI in all seven key marketing activities, indicating a high level

of maturity for technology that’s evolving at a blistering pace and tools that are still new to the market (Figure 2).

AI is deeply embedded

Chief marketing officers are relying heavily on AI for several core functions. When asked about the extent of their AI usage in three key areas, marketing leaders reported significant AI involvement: 59% in campaign management, 57% in content creation, and 57% in personalization (Figure 3). These figures do not show that AI fully manages or generates more than half of this work, but rather that it plays a crucial role in speeding up and enhancing these efforts.

Figure 2. Most marketers have deployed AI in five or more marketing activities



Source: Infosys Knowledge Institute

Content creation: AI enables marketing teams to produce content quickly — from product descriptions to ebooks and email newsletters — allowing them to scale their content strategies.

Campaign management: AI efficiently handles complex tasks like targeting, timing, and personalization, resulting in better outcomes and more precise execution.

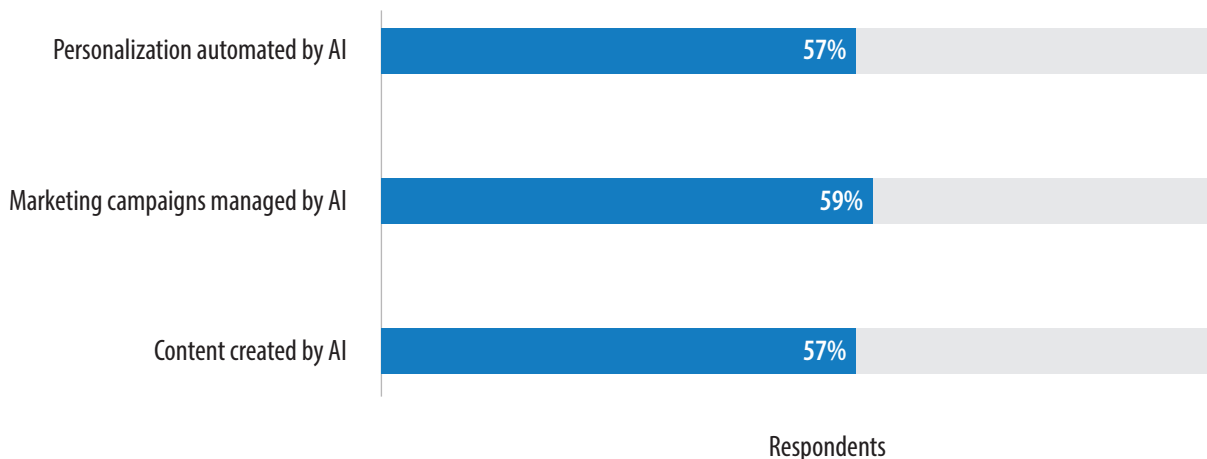
Personalization: AI helps brands develop data-driven insights and deliver relevant content and offers in real time, enhancing customer engagement and overall experience.

By accelerating the pace and scale of marketing work, AI can free workers to spend time on

higher-value efforts. Gartner research projects that **30% of marketing messages** from large organizations will be created by AI in 2025. And **marketers have told Salesforce** that generative AI saves them more than five hours per week.

Marketers' use of AI in these activities suggests that the technology has effectively improved operational efficiency and delivered better results. The data also highlights the growing availability of AI tools for marketers, including AI components integrated into the latest versions of major platforms such as Adobe, Salesforce, and HubSpot. A 2023 report revealed that 2,042 new MarTech tools had been released in the previous six months, with **73% being AI-based**.

Figure 3. Marketers use AI extensively in their daily work



Source: Infosys Knowledge Institute



AI delivers business value

Emerging technologies challenge most companies. Should you adopt them quickly to gain a first-mover advantage? Or take a slower, methodical approach to maximize the ROI of your investments?

The widespread predictions that generative AI would transform businesses — from individual content creators to multinational corporations — quickly reduced hesitation among most companies. Both traditional and generative AI technologies are now widely used in marketing and often deliver significant value, even to early adopters. As marketers move beyond ad hoc use, they see how AI can be a strategic tool that closely aligns with their required business outcomes.

Infosys' [Generative AI Radar](#) found that the most advanced groups realize business value from generative AI about one-third of the time. In this newer CMO Radar research, we asked marketers whether their AI efforts are generating value, such as faster content creation, identifying buying signals, and automating data analysis. The results show that marketers are more likely to succeed with their AI initiatives than executives in our previous research.

Early adoption pays off

CMOs were early and frequent adopters of AI, and that commitment is now frequently paying off. A majority (52%) of marketers who implemented AI report that their initiatives are generating business value — a term defined by executives based on their companies' specific metrics.

The value of AI is not limited to just a few areas within the marketing organization. While many initially assumed that content creation would be generative AI's killer app, marketing leaders report generating business value across a range of activities, including sales enablement tools, post-campaign analysis, and conversational agents. Across the seven key marketing activities, the likelihood of generating business value was roughly equal in each.

The former CMO of cloud applications for a major tech company says he wasn't surprised to see marketers reporting tangible benefits from their AI initiatives. During his tenure as CMO, he says he was able to create significant value rapidly. AI tools enabled his team to better identify market signals and reduce the sales cycle by 40%. Additionally, the AI-powered platform achieved a conversion rate of 70% to 75%. "These tools can deliver remarkable results and substantial cost savings," he says.

These benefits aren't limited to the latest AI advancements. Back in 2017, Harvard Business Review reported on a struggling Harley-Davidson dealership in New York City that used an AI platform to analyze its existing customer base. The platform identified the "defining characteristics and behaviors of high-value customers," enabling the dealership to increase sales leads by nearly 3,000%.

Our research also found that CMOs get the most value from AI by using it more often (Figure 4). Marketers who deployed AI in only one activity created value just 29% of the time. Among the CMOs who deployed AI in all seven activities, 70% reported value from a majority of their deployments. As companies increase their use of AI in marketing, their risks of getting little or no value from AI shrinks significantly.

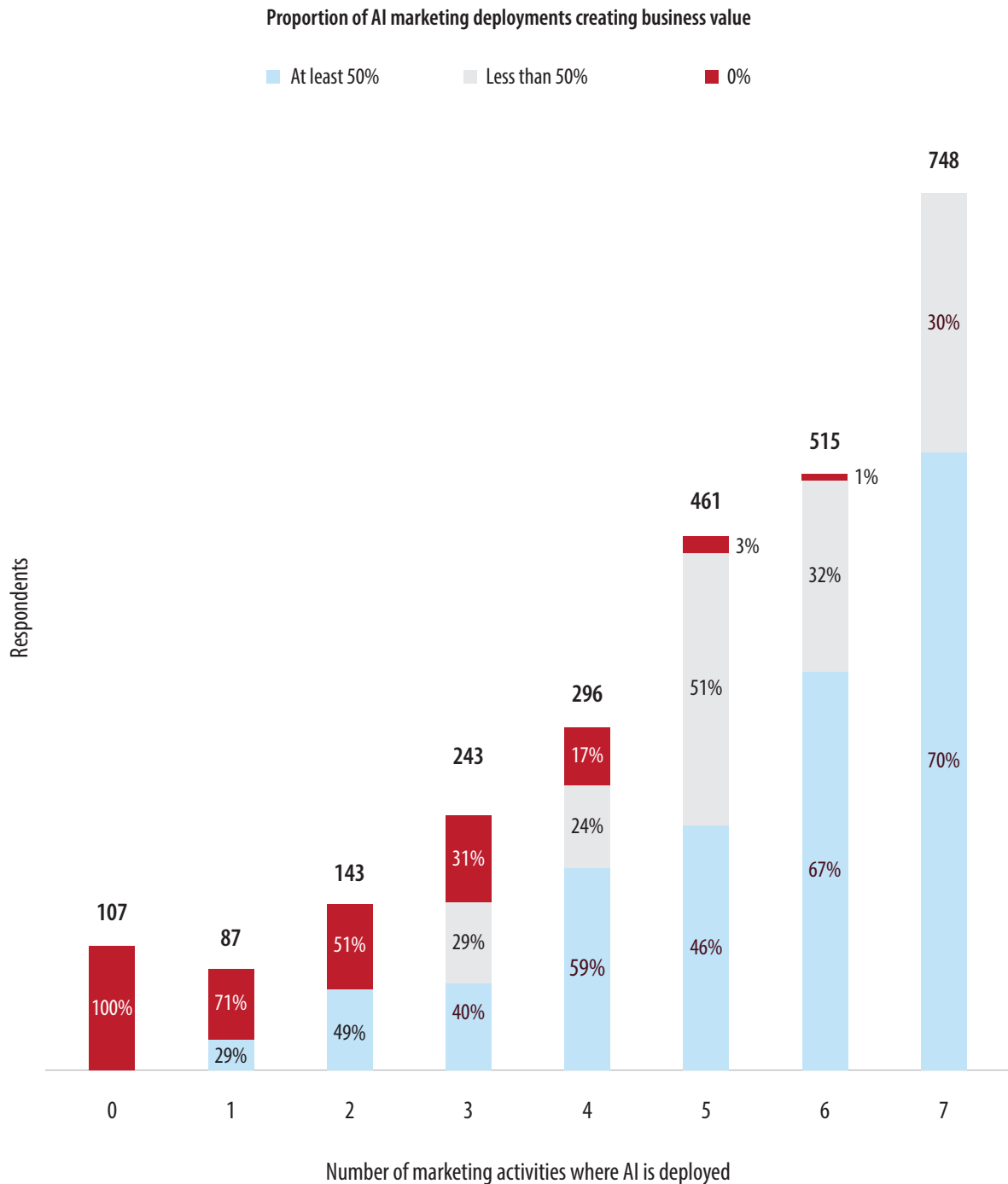
The findings suggest that an incremental approach has not worked for marketers if they intend to increase their AI fluency. The bolder



path creates economies of scale in which the knowledge, strategy, and more sophisticated MarTech in one activity make it easier to apply AI to other activities. In addition, the data

generated from AI in one marketing area — when it is able to be shared efficiently and in real time — can boost performance in other areas.

Figure 4. Marketers benefit more as they expand their AI use



Source: Infosys Knowledge Institute

Infosys research found that companies that spend more on marketing are also more likely to benefit from their AI deployments. This underscores the importance of investing in AI as new tools enter the market and offer new ways to gain value. However, it does give an advantage to larger companies with more substantial marketing budgets.

This finding aligns with insights from Infosys’s [Generative AI Radar](#) report, which showed that companies with over \$10 billion in annual revenue were more likely to adopt generative AI and report business value from those efforts. The

results of that report went against the traditional thinking that nimble startups are more likely to extract value from new technologies than the often-slow-moving industry giants.

These big spenders could have access to better or larger datasets, more advanced and scalable technology infrastructure, or internal experts who can guide the use of these new tools. In other cases, their deep pockets can allow companies to experiment with more tools and then jettison the ones that don’t work. The former tech company CMO says he didn’t have a 100% success rate and named at least one AI



tool that disappointed. However, his company did have a “massive focus on experimentation,” which ensured that isolated misses did not prevent future successes.

Expectations for AI

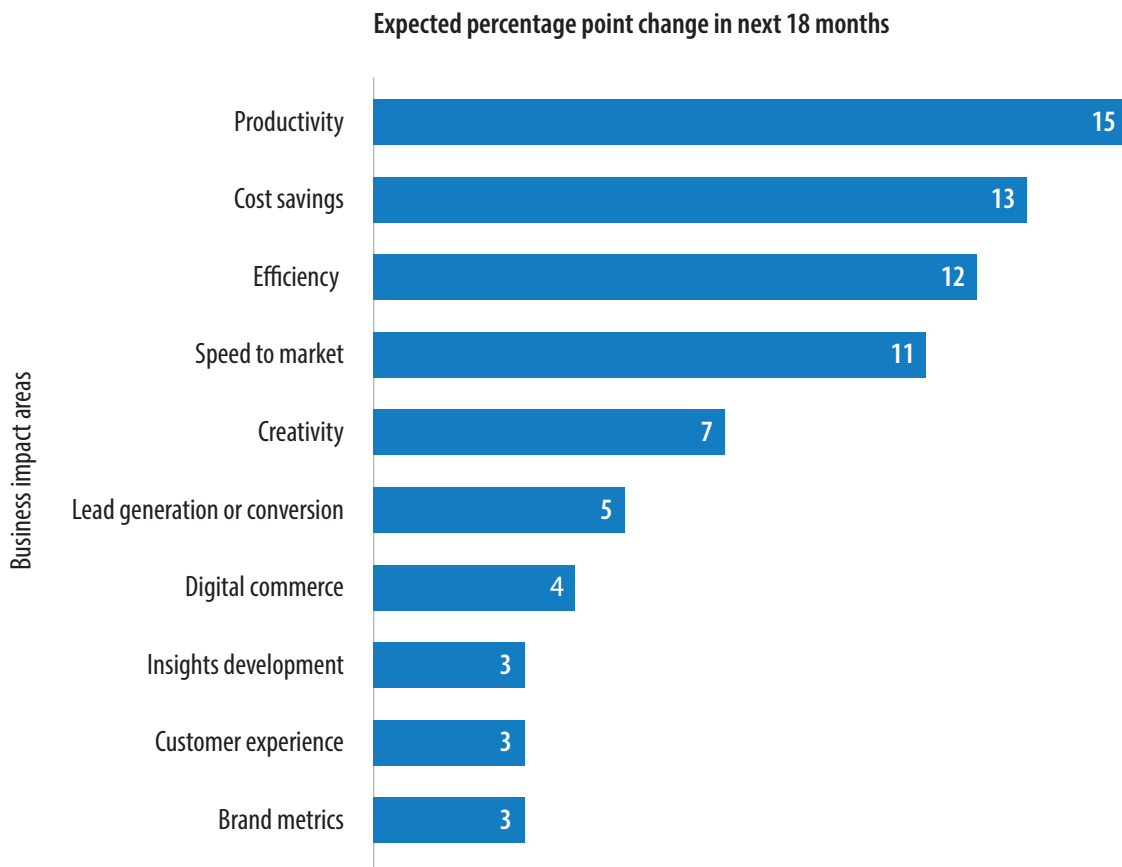
Although AI offers a wide range of benefits, marketing leaders report that its most frequent contributions are ones that help them control costs (Figure 5). In our research, marketers say that productivity, cost savings, efficiency, and speed to market have been the most significant benefits from their AI initiatives. And they don’t

expect that to change soon. In the next 18 months, marketers predict that those same benefits will continue to be the top four, with expected double-digit gains in each metric.

The benefits underscore AI’s critical role in creating a competitive advantage. By streamlining processes and reducing costs, AI enables CMOs to respond faster to market demands and achieve more with fewer resources. Marketing budgets, which shrank during the pandemic, have yet to recover fully.

The operational benefits of AI — particularly

Figure 5. Marketing expect AI to offer operational benefits



Source: Infosys Knowledge Institute

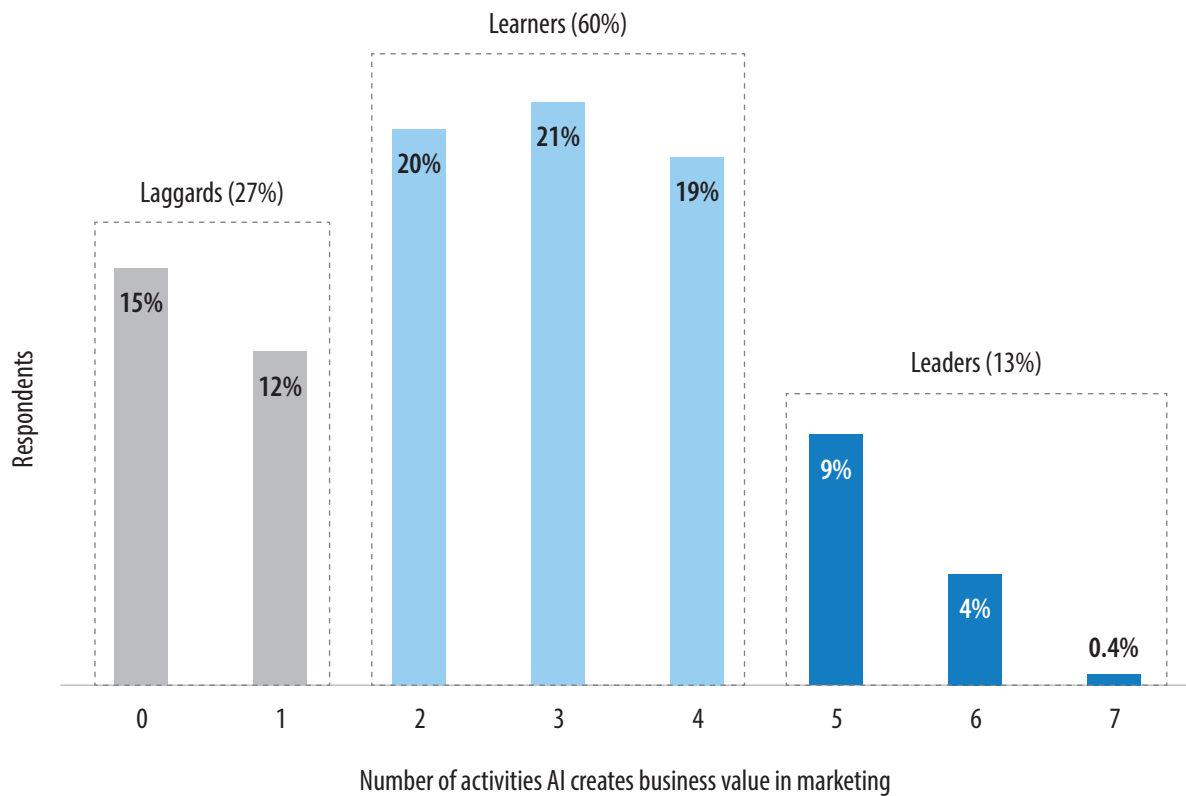
generative AI — were apparent from the start. According to our survey, CMOs expect to see even more efficiency and related advantages from AI in the near future. However, as illustrated in Figure 5, some areas leave CMOs either skeptical about sustained benefits or uncertain about how AI will contribute. For instance, while lead generation is a well-established AI-driven marketing practice, there is still potential for growth in areas like improved lead qualification and real-time lead capture. Similarly, customer experience is a multifaceted challenge with no single solution. Marketers are generally looking to enhance both the speed and accuracy of

their responses. AI can accelerate both inputs and outputs, providing companies with real-time signals and offering customers timely, personalized interactions.

Not all AI provides value

CMOs have made significant strides in driving business value from AI. However, speed doesn't always equate to optimal outcomes. A gap exists between those who are excelling and those who are still falling short. Relatively few are reporting success in almost all deployments. Instead, a majority are stuck in the middle — creating

Figure 6. Few companies generate value from all seven marketing activities surveyed



Numbers in parentheses are totals for that tier. Percentages do not add up to 100% because of rounding.

Source: Infosys Knowledge Institute

some value but not maximizing it (Figure 6).

To better understand the factors that lead to business value, we divided the respondents into three AI-fluency tiers based on their performance:

- Laggards (business value for zero or one marketing activity).
- Learners (business value for two to four marketing activities).
- Leaders (business value for five to seven marketing activities).

We correlated these groups with other answers in the survey to determine what actions are most likely to lead to the creation of business value. Our research revealed that the absence of a clear strategy and the failure to integrate AI into processes and policies often hinder marketers' success with AI. The following are the most significant factors preventing marketers from

generating business value from their AI projects and keeping them in the Laggards category:

- **Lack of formal AI strategy:** No clear AI strategy or roadmap, with limited leadership alignment and unprioritized use cases.
- **Disorganized AI efforts:** AI initiatives are sporadic, led by uncoordinated teams, with no dedicated AI team or integration into workflows; learning is not tailored to specific AI roles.
- **Limited integration and governance:** Analytics and AI solutions are not fully integrated into business processes, with no large-scale roll-out, governance policies, or KPIs for AI initiatives.
- **Inadequate risk and compliance management:** Risk is acknowledged but not systematically addressed, with no strategy for regulatory compliance, customer confidence, or processes to assess AI accuracy and ethics.



On the other hand, companies that overcome these challenges are more likely to succeed with AI and take advantage of the technology's problem-solving capabilities.

AI readiness creates value

Generating business value from AI in marketing is neither simple nor easy. Even so, respondents show it is achievable, although just 13% fall into the Leaders category. The following factors — both management and technology — are the ones most likely to increase CMOs' chances of creating value from their AI deployments.

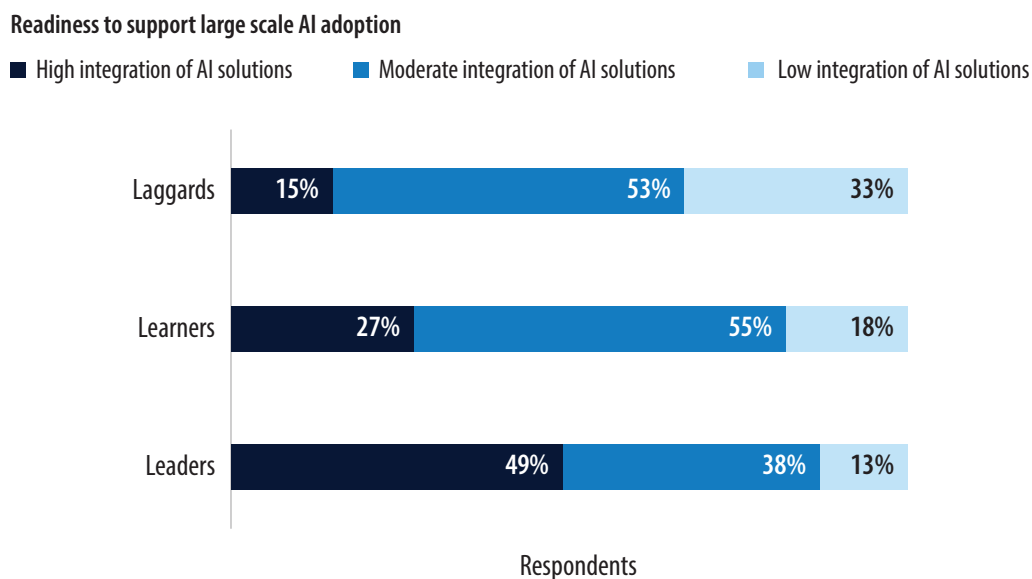
AI integration: The most effective way to improve AI outcomes is when marketers are able to quickly embed AI solutions into their business processes, enabling users to access insights in real time and adjust workflows as needed. These

companies also have comprehensive plans to deploy AI across most marketing functions. Lastly, they establish systematic governance around KPIs, ensuring consistent communication (Figure 7).

Just over one-quarter of marketers have these elements in place. For those that do, our analysis shows that they are twice as likely to generate business value from AI compared to the next most valuable set of factors we examined.

This is tricky for most companies, according to a former international marketing strategy director for a shipping and logistics giant. “With any new technology or processes introduced to an organization, that’s always a challenge,” he says. “I would say that one of the Achilles' heels for CMOs is figuring out how to actually get everything built and integrated effectively.”

Figure 7. Integrating AI into business processes offers the best chance of success



The sample sizes for Laggards, Learners, and Leaders are 698; 1,559; and 343, respectively.

Source: Infosys Knowledge Institute

AI strategy: Creating an AI strategy is necessary, but not sufficient. Marketers who succeed with AI are more likely to have a coherent and dynamic AI strategy that aligns with both marketing and overall business goals. These companies also prioritize AI use cases across the marketing value chain based on value, feasibility, and risk (Figure 8).

Full leadership support and alignment are critical, with leaders actively involved in implementation rather than acting as passive observers.

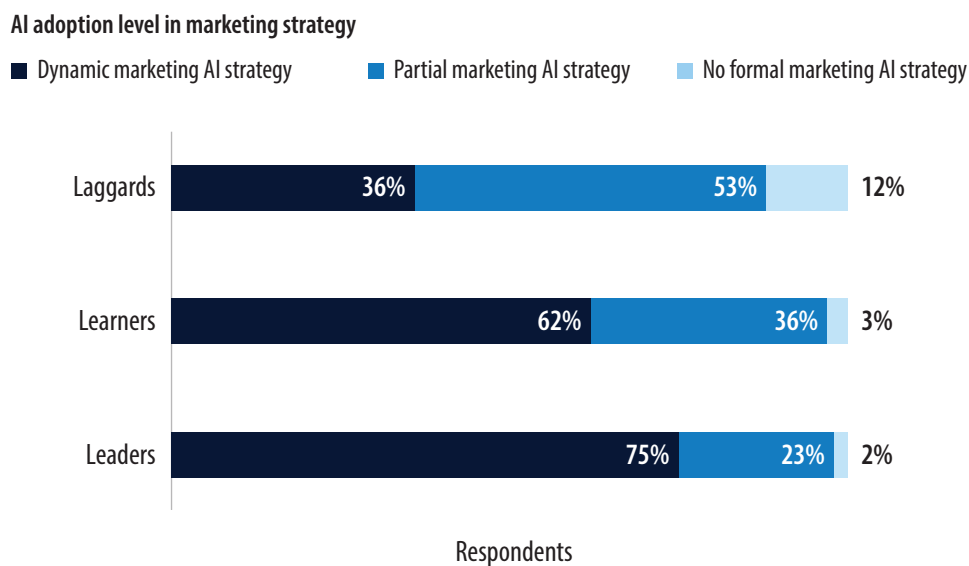
Organizational culture, leadership support, and unclear vision or strategy are the three least significant barriers holding companies back from fully integrating AI into their marketing. In fact, a growing number of companies — Eli Lilly, WPP, Coca-Cola, M&C Saatchi — now have [chief AI officers](#) or directors of generative AI.

This suggests that leadership is on board with the AI transition, but it takes more than just passive support.

Although these factors are only half as impactful as improving business processes, strategy coordination still significantly increases a company’s chances of generating business value from their AI marketing deployments. A majority of the respondents to our survey (56%) share these traits.

AI risk: In our survey, marketers identified risk factors — such as data privacy and security, and regulatory concerns — as the biggest barriers to AI integration. These issues were considered more critical than costs, ROI, skills, or even technology integration. Companies with higher levels of responsible AI maturity are more likely to reap the benefits of AI.

Figure 8. Coordinating strategies gives marketers an advantage



The sample sizes for Laggards, Learners, and Leaders are 698; 1,559; and 343, respectively.

Source: Infosys Knowledge Institute



These companies have dedicated risk functions with policies that fully integrate risk management into the deployment of new AI solutions. They prioritize regulatory compliance and building customer confidence in their AI initiatives.

There is a structured plan to address domain-specific risks for AI and generative AI, including potential misinformation or unintended outputs. These companies also have clearly defined AI ethics protocols, along with governance mechanisms and KPIs to ensure accountability (Figure 9).

More than one-third of marketers (36%) have achieved the highest level of responsible AI maturity. While a strong, integrated AI strategy provides companies with a 50% better chance of getting business value from AI, managing AI risk is still a key factor that increases the likelihood of generating business value.

AI skills: The rise of AI has led to a skills shortage. While marketing leaders in our survey did not rank insufficient knowledge or skills as one of the

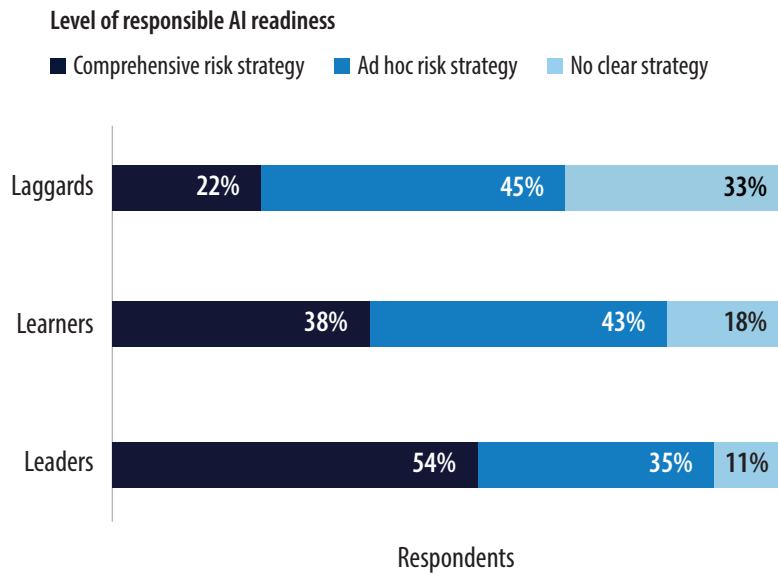
highest AI barriers, it remains a concern for nearly one-quarter (22%) of respondents.

Our analysis also revealed that having average or above-average AI skills improves company performance — though not as significantly as the other factors discussed in this section. Still, AI skills can help lift companies out of the Laggards tier — where organizations gain little or no business value from AI.

Companies that avoid this fate often have a dedicated AI team, whether a cross-functional group or a fully embedded AI center of excellence within the marketing department. These teams are at least partially integrated into marketing workflows (Figure 10).

Many of these companies also offer pilot upskilling programs for key roles, such as data scientists or data engineers. Even more advanced companies have AI capability-building programs that create tailored learning journeys for their employees. Nearly one-third (30%) of respondents have achieved this level of AI skills maturity.

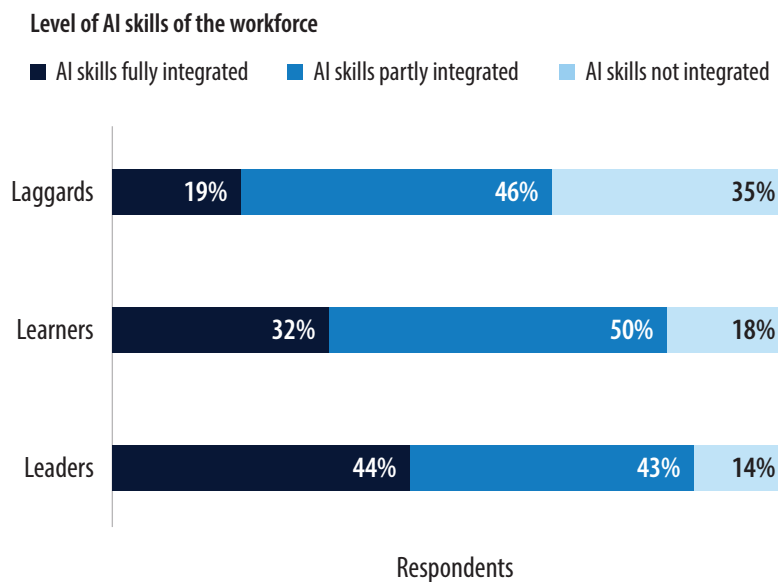
Figure 9. Responsible AI helps companies create business value



The sample sizes for Laggards, Learners, and Leaders are 698; 1,559; and 343, respectively.

Source: Infosys Knowledge Institute

Figure 10. Marketing benefits from having an internal AI center of excellence



The sample sizes for Laggards, Learners, and Leaders are 698; 1,559; and 343, respectively.

Source: Infosys Knowledge Institute



CMOs drive tech choices

CMOs are taking a stronger role in shaping the technology infrastructure that powers their organizations. Increasingly, marketing leaders now have a seat at the table for major technology investments, with two-thirds of respondents in our survey noting that the CMO's influence over technology is increasing. As AI continues to grow and more tools become available, these technology decisions will be crucial to many CMOs' success. However, MarTech has been both an asset and a challenge for many marketing leaders. According to a Gartner survey, [MarTech utilization](#) dropped from 58% in 2020 to 33% in 2023. Often, companies fail to eliminate overlapping tools, don't provide enough training, or measure the impact of each tool — in addition to [other factors](#).

CMOs expect AI tools to drive effectiveness, efficiency, and enhance the customer experience. But this is only achievable if the technology infrastructure and strategy are up to the task.

Data

Data is so critical to the AI revolution that researchers and companies sometimes use [synthetic data](#) when real-world data is unavailable or unreliable. However, synthetic data poses its own risks, such as reflecting the bias of the original datasets or the sustainability cost of creating more and more data. For marketers, data is often abundant but not always accurate or up to date. When CMOs do acquire the high-quality data they need, it's crucial that they have a strong data infrastructure to serve as a steady foundation.

Our survey found that a basic level of data readiness helps lift companies out of the lowest performance tier, the Laggards. To avoid falling behind or remaining behind, marketers must ensure they have either centralized data storage or a unified data platform, support for AI use cases, and data governance integrated into their architecture (Figure 11).

This group of average or high performers makes up 76% of marketers. The remaining 24% of marketers remain at a significant disadvantage when trying to derive value from AI. They have fragmented data sources and minimal integration. This highlights a key bottleneck: While many businesses have made strides in centralizing data, issues around governance and

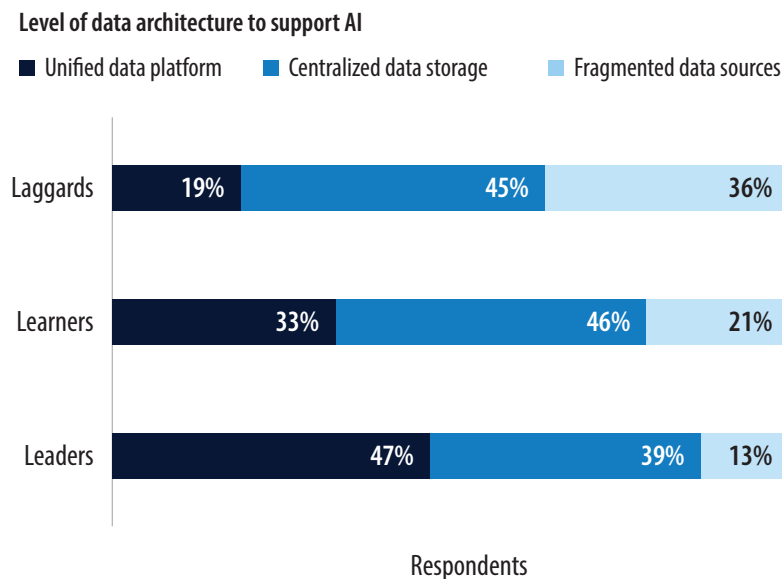
integration prevent them from fully achieving AI's transformative promise.

Companies with advanced data architecture, characterized by unified platforms and strong governance, enjoy a distinct competitive advantage. Their data maturity allows them to deliver superior customer experiences, which in turn drives growth and enhances their market standing.

Investing in better data integration and governance is essential to enable the full range of AI capabilities, from innovation and efficiency to personalization.

Marketing leaders identify data privacy and

Figure 11. Solid data foundation helps marketers avoid falling behind on AI



The sample sizes for Laggards, Learners, and Leaders are 698; 1,559; and 343, respectively.

Source: Infosys Knowledge Institute

security (43%) and regulatory concerns (42%) as the most significant barriers to AI adoption (Figure 12). As AI requires increasing amounts of data — some of it sensitive first-party data — the risks for marketers and their companies also grow. Escalating cyberthreats, combined with concerns over how companies use data, have led to heightened regulations, particularly the EU’s General Data Protection Regulation, and the California Consumer Privacy Act.

great promise, but several barriers prevent companies from fully realizing its potential. Data challenges (22%) are the top obstacle, as organizations struggle to collect, integrate, and effectively use data to personalize experiences at scale (Figure 13). Since AI-powered personalization relies heavily on high-quality data, overcoming these hurdles is essential for delivering relevant, targeted marketing messages to customers.

AI-driven personalization in marketing holds

Data readiness is essential for unlocking AI’s

Figure 12. External AI risks worry marketers the most



Source: Infosys Knowledge Institute

full potential in marketing, and current trends highlight a clear divide in how companies are positioned to leverage these technologies. CMOs require a comprehensive data strategy and the technology to consolidate data from various sources into a single, unified view of the customer. The challenge in managing data isn't necessarily its quantity but its quality.

MarTech

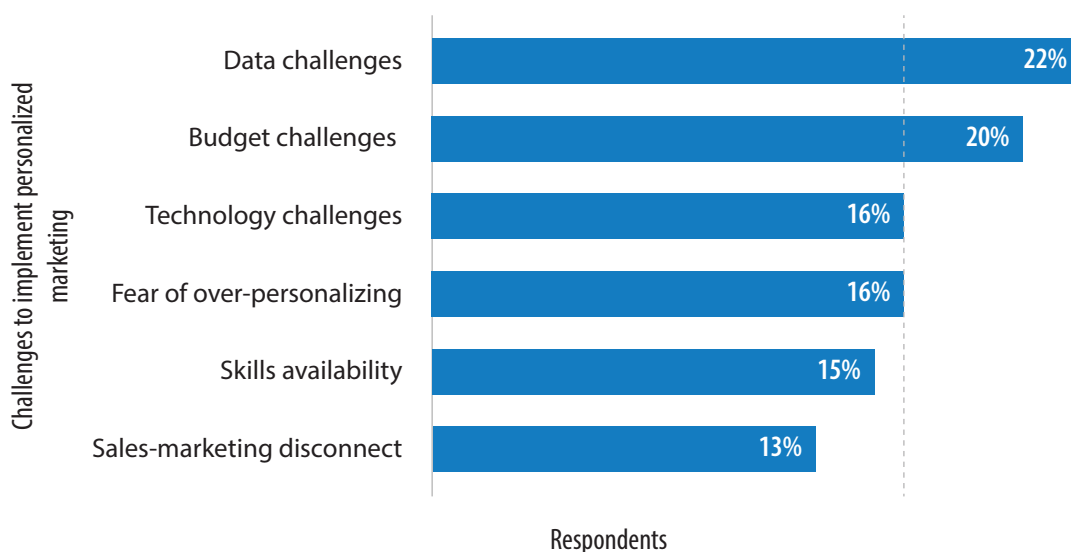
Marketers admit they are not using many of their powerful tools effectively — or in some cases, not using them at all. Marketing executives report utilizing only **one-third of their MarTech tools**, a figure that has been declining in recent years. However, those with a cloud-native, scalable MarTech stack that is fully deployed and actively used have a greater chance of success with AI and higher likelihood of moving into the Leaders category (Figure 14).

These systems include real-time customer data platforms, marketing automation, and advanced analytics. Companies with these capabilities can leverage powerful tools to innovate and drive business growth — key priorities for most CMOs.

This high-performing group makes up more than one-third (37%) of the marketing leaders in our survey. However, the landscape remains uneven. Nearly half (48%) of respondents report that their organizations have a modular MarTech stack. While capable of supporting some AI applications, these systems lack the scalability needed to fully harness AI's potential. This gap indicates that many companies are still in the early stages of integrating AI into their operations, limiting their ability to scale these solutions across the entire marketing function.

For 15% of organizations, AI integration remains an even more distant goal. These companies still

Figure 13. Data and budget are the biggest challenges to personalization



Percentages do not add up to 100% because of rounding.

Source: Infosys Knowledge Institute

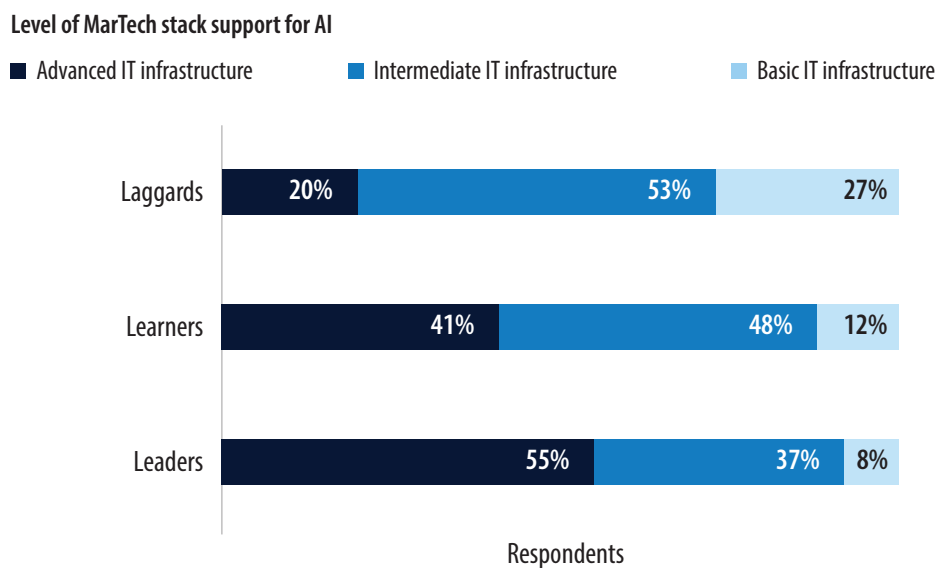
rely on basic IT infrastructure with no specific provisions for AI scalability. This group faces significant challenges, as their limited tech capabilities hinder their ability to compete in a marketing environment increasingly driven by AI.

Marketing leaders are well aware of the challenges in syncing their IT infrastructure with the ever-growing array of new AI tools. About one-third (34%) of companies report difficulties integrating AI with their existing technology. Another 16% say technology challenges are a significant barrier to personalizing marketing

messages. Legacy systems often hinder seamless AI integration, underscoring the need for businesses to modernize their technology with a focus on flexibility and AI capabilities.

A former tech company CMO, who now operates his own advisory group, pointed to the proliferation of AI tools and their rapid evolution as a significant hurdle. "You know something today, but in six months, everything can change completely," he says. "Even within six months, things can look totally different. How do I keep my knowledge up to date every day?"

Figure 14. A scalable MarTech stack is an important factor in creating value from AI



The sample sizes for Laggards, Learners, and Leaders are 698; 1,559; and 343, respectively.

Source: Infosys Knowledge Institute





Elevating the AI-first CMO

The CMO's star is rising in parallel with AI's upward trajectory. As early adopters, many CMOs have successfully integrated AI into their strategies and operations, proving that the technology creates real value and can solve critical problems.

Companies that consider AI to be a transformative technology can increasingly look to their CMOs and other marketing leaders to show them how AI can transition from expectations to execution to earnings.

In the six strategic business areas that we surveyed, a large majority say the CMO's influence is growing in each area — 62% overall (Figure 15). Two of the biggest increases were reported in technology investments and the creation of new business models, both heavily influenced by AI.

Other areas of increasing influence include decisions about products and services and the customer. This growth in stature is a welcome change for CMOs, who have on average a shorter tenure than others in the C-suite and ascend to CEO less often than their leadership peers.

This elevated stature puts CMOs in a strong position to lead on their companies' strategic priorities. With this growing influence, however, CMOs will also face greater pressure to live up to these expectations. CFOs are pushing for more efficient spending, while CEOs expect marketing to drive a larger share of the company's revenue growth. Research consistently shows that CMOs are being asked to do more with less — or at best, do more without an increase in budget.

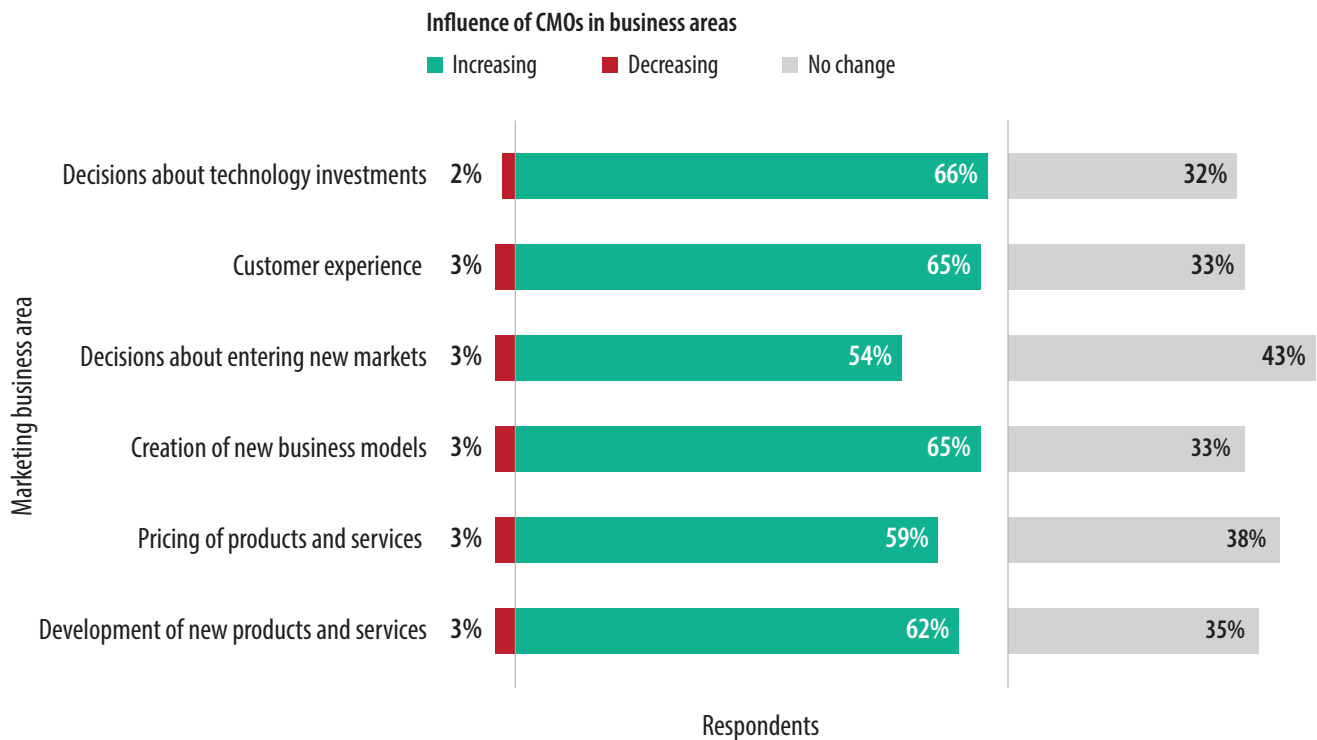
Our research backs up the perception that everything seems to be a priority. The marketing executives we surveyed equally prioritize five key areas: acting as strategic partners for business growth, enhancing marketing efficiency, redesigning business functions to adapt to AI, aligning core applications with customer experience, and utilizing growing volumes of data.

AI can not only elevate CMOs but enable them to tackle the intensifying demands of leadership. CMOs are now expected to be well-rounded leaders — experts in creativity, technology, and business. The CMO’s role is evolving beyond traditional marketing functions, positioning

them more strategically within the organization. They are gaining a stronger foothold in business leadership, particularly in areas where data and customer insights intersect with strategy, making them key drivers of growth and transformation. However, nearly half of AI deployments are not generating value, indicating that many CMOs will need to take swift action to close that gap and demonstrate their AI leadership.

By leading AI integration and aligning it with organizational goals, AI-fluent CMOs ensure that marketing not only drives growth but also leads the broader transformation of the company. CMOs will be essential in driving successful AI adoption and unlocking its value.

Figure 15. CMOs are gaining in influence across the board



Percentages for each marketing business area do not add up to 100% because of rounding.

Source: Infosys Knowledge Institute



Embed AI in all facets of marketing

CMOs who successfully generate business value from AI both focus on short-term efficiency gains and see AI as a key driver of long-term strategic growth. To harness AI effectively, CMOs must look at the technology holistically — how it is embedded in processes and strategies, how risk is considered, and how it can integrate into the existing technology infrastructure.

1. Embed AI solutions into business processes.
2. Align AI, business, and marketing strategies.
3. Factor risk management into adoption of AI marketing solutions.
4. Ensure the MarTech stack is scalable and optimized for AI use cases.

1. Embed AI solutions

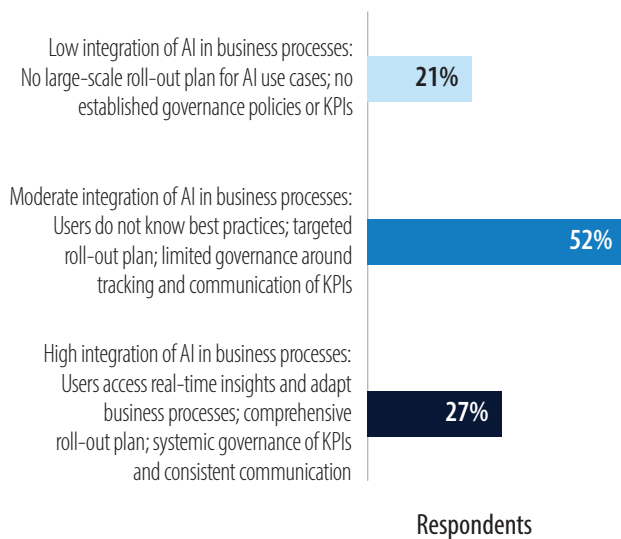
Business processes often go unnoticed — invisible scaffolding that holds a company together and creates pathways to success. However, these processes can only guide operations if they are flexible enough to meet a company’s changing needs. Without adaptability, even the best ideas or technologies falter, leaving potential unrealized and progress stagnant.

Our research shows that a combination of rigor and speed is crucial for AI to be effective. Successful companies don’t simply bolt new technology onto old frameworks. Instead, they carefully analyze their business processes to

identify where AI solutions will have the greatest impact.

A comprehensive roll-out plan is essential, deploying AI use cases across key marketing functions. Then, marketers must equip tools to access and understand AI-generated insights

Figure 16. AI integration in processes



Source: Infosys Knowledge Institute

directly, rather than relying on external experts who may not fully grasp their customers or organization. Additionally, systematic governance should be established around AI, with clear communication channels and KPIs to track progress and ensure goals are met. When executed well, this creates a positive feedback loop that enhances both business processes and outcomes.

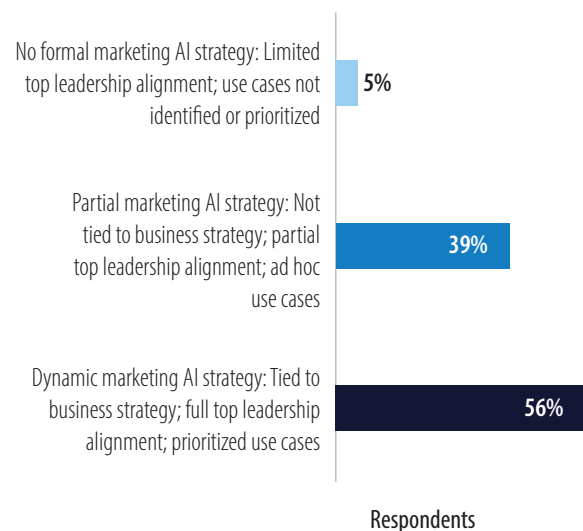
Urgency is critical, though. Enterprises must embed AI into business processes quickly — the technology is evolving rapidly, and companies risk falling behind as they attempt to integrate it.

This blueprint is not easy; it requires restructuring of long-established actions, decisions, and culture. However, it's the most effective way for companies to deliver value from their AI initiatives and discover whether it truly is the transformative technology many predict.

2. Align your strategies

Our research shows that companies are more likely to gain value from AI in marketing when their strategies are well coordinated. The chance of success increases when businesses align their AI strategies with overall business and marketing goals, ensuring every part of the organization moves in the same direction toward the same destination.

Figure 17. AI strategy alignment



Source: Infosys Knowledge Institute

To set the correct course, businesses should prioritize AI use cases in marketing based on value, feasibility, and risk. Additionally, AI strategies must remain dynamic, adapting to rapidly changing technology, market conditions,

and company priorities. A comprehensive, united strategy requires not only support from top leadership but also their active involvement in its development and implementation. Each level of the organization has a unique perspective on operations and needs, but the C-suite often has the clearest view of how all the disparate parts fit together.

When all company strategies are aligned, companies improve the likelihood of turning their strategic visions into tangible outcomes.

3. Prioritize risk management

Few digital technologies have polarized the public as much as AI. It holds immeasurable promise, from creating wealth to curing diseases. Yet it is also feared for its potential to eliminate jobs and compromise privacy. Companies committed to the widespread use of AI must account for both its potential and its risks.

Figure 18. AI risk management strategy



Source: Infosys Knowledge Institute

Our research shows that businesses that take risk management seriously tend to achieve better outcomes from their AI initiatives. Successful companies integrate risk management into the earliest stages of AI implementation. Waiting until after solutions are in place makes it difficult — or even impossible — to remedy risks effectively. By understanding and accounting for potential risks, companies can ensure that they comply with increasing regulatory demands and maintain customer confidence.

A well-structured AI plan accounts for risks specific to marketing, such as misinformation or unintended outputs, and companies must remember that different business functions face distinct risks and benefits from AI, requiring tailored approaches.

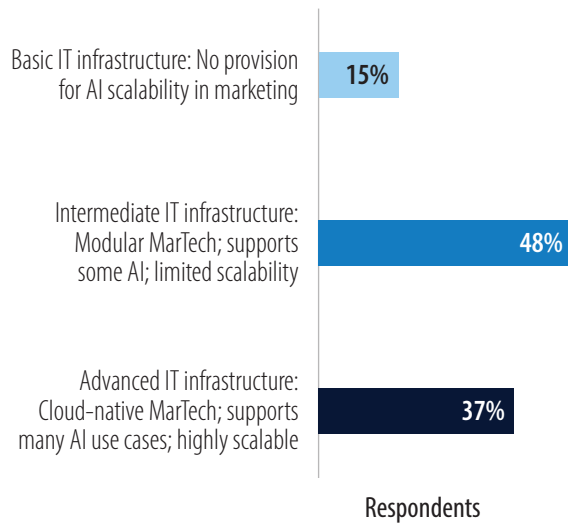
To ensure that risk management systems are effective, marketers also need clearly defined AI ethics protocols and KPIs that measure their performance. This is especially important with generative AI, which is often used by novices.

4. Get your MarTech ready

Our analysis shows that a company's MarTech stack is a significant factor in determining whether it generates business value from AI. Companies most likely to succeed have advanced, cloud-native, and highly scalable MarTech solutions.

Scalability allows for the integration of new AI tools and features and reduces the risk of costly overhauls or inefficiencies when company needs outgrow its capabilities. Given the rapid evolution of AI, organizations must be prepared for continuous adaptation.

Figure 19. MarTech AI maturity



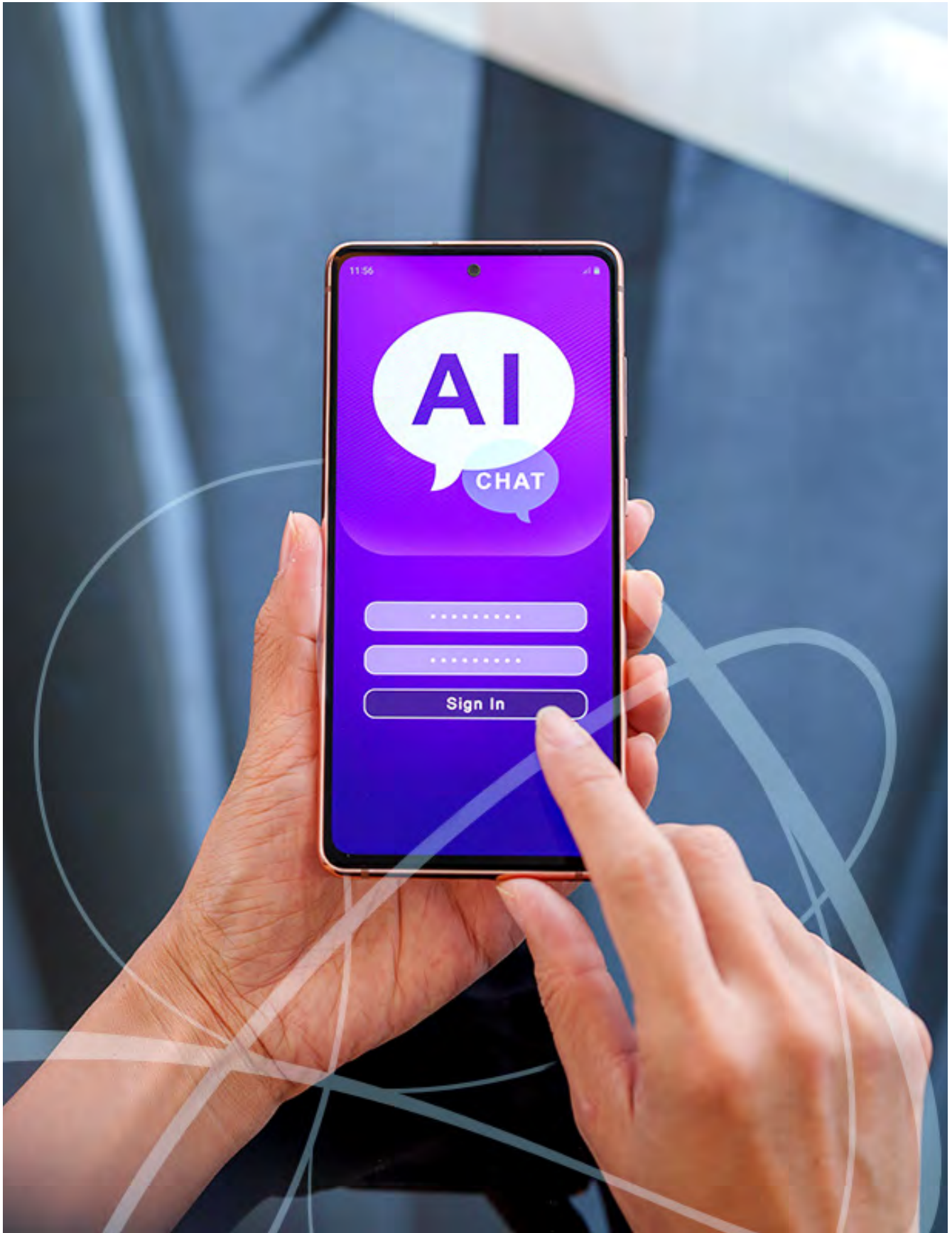
Source: Infosys Knowledge Institute

An optimal MarTech stack must also support a wide range of AI use cases. This includes components like customer data platforms, marketing automation tools, and advanced analytics workbenches. Without a sufficiently advanced MarTech infrastructure, companies

limit their ability to take full advantage of AI now and as the technology evolves. Fortunately, addressing this has become easier, as many MarTech tools and platforms now offer AI features and capabilities to enhance performance and scalability.

A comprehensive, united strategy requires not only support from top leadership but also their active involvement in its development and implementation.

A well-integrated, AI-ready MarTech infrastructure enables companies to respond quickly to customer needs, leverage AI insights effectively, and drive growth. However, this technology should be seen as a tool to support business objectives, not as the end goal itself.



Appendix: Research approach



Survey

Surveyed **2,600 respondents** in August 2024 about AI's effect on marketing and the evolving role of the CMO, representing businesses with more than US \$1 billion in revenue across five countries and regions and 14 industries.



Expert analysis

Interviewed former CMOs and marketing experts to help us interpret the data by providing context and real-world experience and identify the most important variables for success with AI in marketing.



Model

Built linear regression model that identified correlations between the following variables and companies reporting business value from AI:

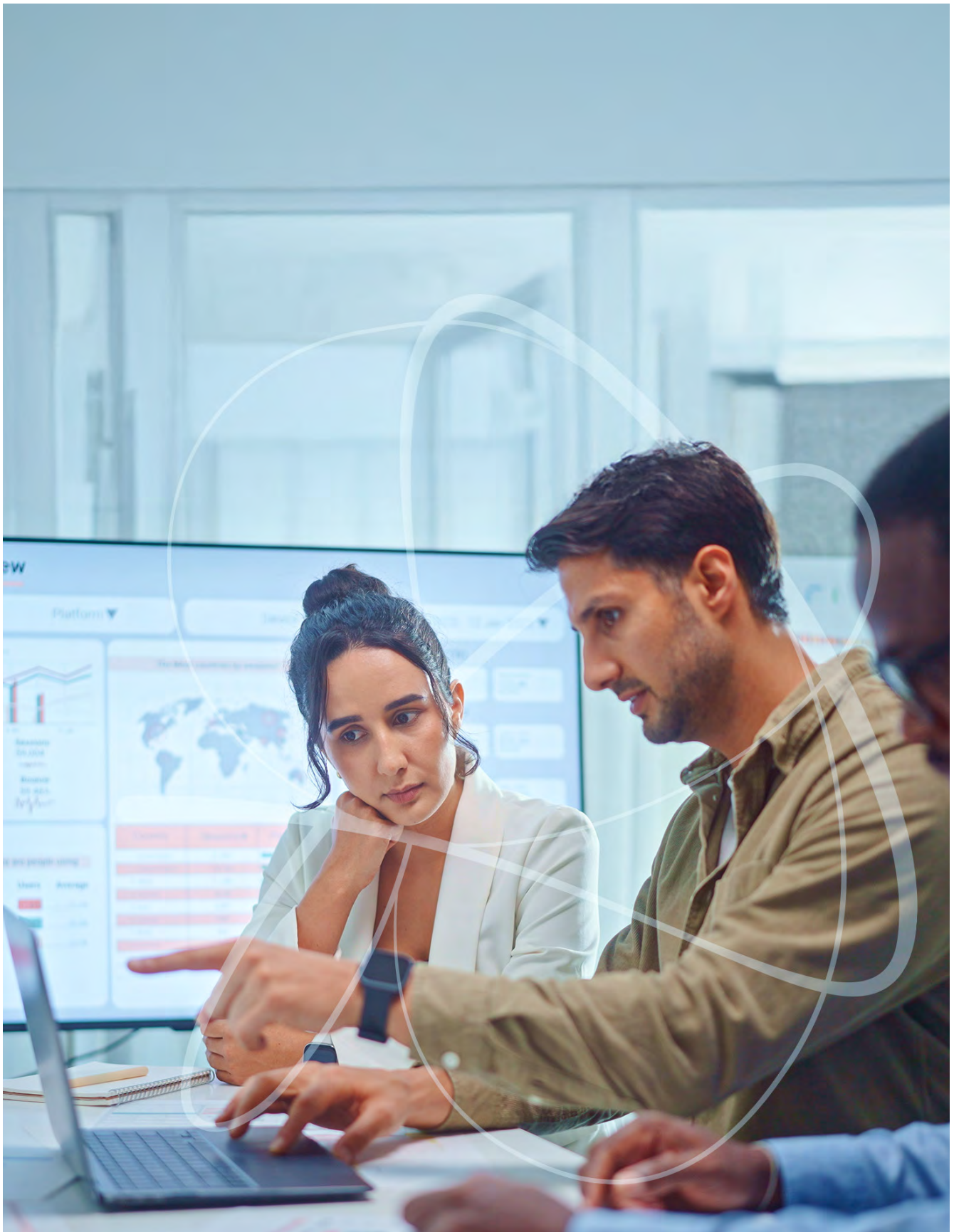
- Level of AI integration in business processes
- Alignment of AI strategy to business and marketing strategies
- Degree to which risk management is embedded in new AI implementations
- Maturity of the marketing technology stack
- Degree to which AI teams drive decision making
- Maturity of data architecture
- Revenue
- Industry
- Geography
- AI spending
- Business type
- Percentage of marketing tasks completed with assistance from AI



Outcome

Identified six variables that increase the likelihood of generating business value from AI initiatives:

1. AI solutions embedded in business processes.
2. A dynamic AI strategy linked to business and marketing strategies.
3. Policies that embed risk management into new AI implementations.
4. Highly scalable, cloud-native MarTech that supports a wide range of AI use cases in marketing.
5. Cross-functional or embedded AI teams in marketing with access to insights that drive decision-making.
6. Data architecture featuring either centralized data storage or unified data platforms, supporting AI use cases in marketing.



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