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Artificial Intelligence Adoption and Its Influence on Strategic Marketing Decision-Making: An Empirical Analysis

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Abstract

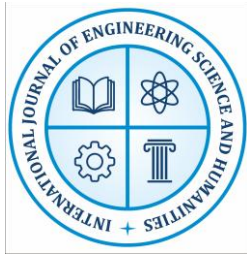
Artificial Intelligence (AI) is increasingly transforming strategic marketing by enabling organisations to process large volumes of data, identify emerging consumer patterns, personalise marketing activities, and support evidence-based decision-making. This empirical study examines the role of AI in shaping strategic marketing decisions, with particular emphasis on data-driven decision-making, customer insights, marketing personalisation, predictive analytics, and competitive strategy. The study adopts a quantitative research approach to investigate how the adoption and effective utilisation of AI influence the quality, speed, and effectiveness of strategic marketing decisions. Primary data were collected from marketing professionals and business managers through a structured questionnaire, and the responses were analysed using appropriate statistical techniques to examine the relationships between AI capabilities and strategic marketing outcomes. The findings indicate that AI significantly contributes to strategic marketing by improving the accuracy of customer analysis, enabling real-time interpretation of market information, enhancing predictive capabilities, and facilitating personalised marketing strategies. AI-based tools also assist marketers in identifying market opportunities, anticipating consumer behaviour, optimising resource allocation, and developing more responsive competitive strategies. However, the study also highlights challenges associated with AI adoption, including data privacy concerns, implementation costs, technological complexity, data quality issues, and the requirement for skilled personnel. The study concludes that AI should be viewed not merely as a technological tool but as a strategic capability that can strengthen marketing intelligence and organisational competitiveness.

Keywords: Artificial Intelligence, Strategic Marketing, Data-Driven Decision-Making, Predictive Analytics, Customer Insights

1. Introduction

1.1 Background of the Study

The marketing function has undergone a fundamental transformation over the past decade as organizations increasingly integrate artificial intelligence into their strategic and operational



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processes. AI is no longer a peripheral experiment confined to technology firms; it has become a mainstream capability that reshapes how marketers plan, forecast, and execute decisions (Chintalapati & Pandey, 2022; Davenport et al., 2020). Advances in machine learning, natural language processing, and predictive analytics have enabled organizations to process vast volumes of consumer and market data at a speed and scale that human analysts alone cannot replicate (Haenlein & Kaplan, 2019). Consequently, AI has moved from a support function to a central driver of strategic marketing decision-making, customer engagement, and competitive positioning. This shift has generated considerable scholarly and managerial interest in understanding precisely how AI influences the quality, speed, and outcomes of marketing decisions across diverse organizational contexts.

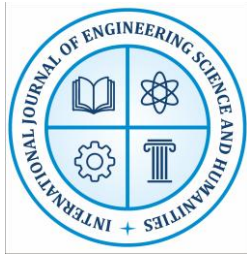
Despite the proliferation of literature celebrating the promise of AI in marketing, much of the existing scholarship remains conceptual, anecdotal, or confined to isolated case studies (Stone et al., 2020). Relatively few empirical studies simultaneously evaluate how AI influences multiple decision domains, namely strategic decision-making, customer segmentation and personalization, operational efficiency, and organizational performance, while also accounting for the ethical and managerial barriers that temper these benefits (Hicham et al., 2023). Furthermore, the discourse on responsible and ethical AI integration is often treated separately from the discourse on marketing performance, leaving a gap in understanding whether responsible governance practices themselves contribute measurably to marketing effectiveness. This study addresses that gap by empirically testing the interrelated effects of AI adoption, its benefits, its challenges, and its responsible integration within a single, integrated research framework.

1.2 Significance of the Study

The study makes both theoretical and managerial contributions. Theoretically, it extends the emerging body of empirical research on AI in marketing by integrating strategic, customer-facing, operational, and governance dimensions within a single quantitative framework, thereby responding to calls for more rigorous, hypothesis-driven investigation in this domain (Krakowski et al., 2023). Managerially, the findings offer marketing practitioners and organizational leaders empirical evidence on which AI-related investments yield the greatest returns and which barriers most urgently require mitigation. The study is particularly relevant for organizations that have already begun AI adoption but seek guidance on how to structure responsible governance to maximize marketing effectiveness and long-term competitive advantage.

1.3 Scope and Limitations

The study is cross-sectional in design and draws on a sample of 400 respondents from marketing, information-technology, and related professional roles across multiple industry sectors. While



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the sample size and diversity support reasonably robust statistical inference, the findings are based on self-reported perceptions rather than objective performance metrics, and the cross-sectional design precludes strong causal claims. The study is further limited to the five constructs specified in the research instrument and does not capture emerging generative-AI applications in exhaustive detail. Future longitudinal and multi-country research would help to validate and extend the generalizability of the findings.

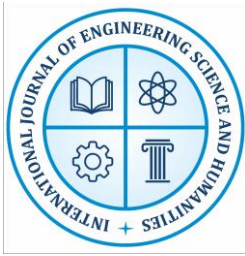
2. Literature Review

2.1 Artificial Intelligence and Strategic Marketing Decision-Making

A growing stream of research positions AI as a decision-support technology that augments, rather than replaces, managerial judgement in marketing. Massoudi et al. (2024) find that AI is more frequently applied to enhance strategic decision-making processes than to make autonomous decisions, underscoring the complementary role of AI and human expertise. Similarly, Puntoni et al. (2021) argue that AI reshapes the marketing decision landscape by enabling firms to sense, think, and respond to market signals with unprecedented speed and precision. Huang and Rust (2021) propose a strategic framework in which AI functions progress from mechanical to thinking to feeling intelligence, with each level supporting increasingly sophisticated strategic tasks such as market sensing, predictive forecasting, and adaptive positioning. Krakowski et al. (2023) further contend that AI is reshaping the very sources of competitive advantage, shifting emphasis away from purely human-driven insight toward hybrid human-AI decision architectures. Collectively, this literature suggests that AI's principal contribution to strategic marketing lies in accelerating the decision cycle, improving forecasting accuracy, and expanding the evidentiary basis upon which strategic choices are made, though empirical quantification of these effects across large samples remains comparatively scarce.

2.2 Artificial Intelligence in Customer Segmentation, Targeting, and Personalization

Personalization has become one of the most extensively studied applications of AI in marketing. Gao and Liu (2023) introduce the concept of AI-enabled personalization and trace its application across the customer journey, showing that AI systems increasingly tailor product recommendations, messaging, and service interactions in real time. Vinerean and Opreana (2024) similarly demonstrate that AI-driven content generation and campaign optimization allow marketers to move beyond traditional demographic segmentation toward granular, behaviour-based personalization that strengthens customer engagement. Bag et al. (2021) show that AI technologies embedded in the customer journey, including conversational agents and intelligent customer-relationship-management systems, materially improve user engagement and conversion outcomes. These findings collectively indicate that AI enhances the precision with which organizations identify profitable customer segments and deliver individualized value



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propositions; however, several of these studies caution that the benefits of personalization must be balanced against consumer concerns regarding data privacy and algorithmic transparency, a tension that motivates closer empirical examination of adoption challenges.

2.3 Challenges and Responsible Integration of Artificial Intelligence in Marketing

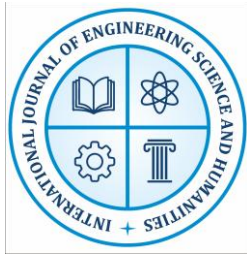
A parallel body of literature emphasizes those factors that constrain effective AI adoption. Hamm and Klesel (2021) identify organizational skill gaps, integration complexity, and resource constraints as recurring barriers to successful AI implementation. Kumar and Suthar (2024) catalogue the ethical and legal challenges associated with AI in marketing, including algorithmic bias, opaque decision logic, and regulatory uncertainty, and call for stronger governance mechanisms. Jobin et al. (2019) review the global landscape of AI ethics guidelines and find convergence around principles of transparency, accountability, and fairness, while Camilleri (2024) and Radanliev et al. (2024) argue that responsible AI governance is not merely a compliance exercise but a strategic capability that enhances stakeholder trust and organizational legitimacy. Lobschat et al. (2021) advance the concept of corporate digital responsibility, positing that firms which embed ethical safeguards into their digital and AI practices are better positioned to sustain long-term customer relationships. Wirtz et al. (2018) further note that service-oriented AI applications, such as chatbots and virtual assistants, raise distinct concerns regarding human displacement and service quality that organizations must actively manage. Taken together, this literature suggests that the realization of AI's marketing benefits is contingent upon deliberate investment in talent, data governance, and ethical oversight, a proposition that the present study tests empirically alongside the benefit-oriented hypotheses.

3. Research Methodology

This study adopts a quantitative, descriptive-cum-inferential research design based on a cross-sectional survey. The design was selected because it allows for the simultaneous measurement of perceptions across multiple constructs and the statistical testing of hypothesized relationships within a single data-collection exercise.

3.1 Population and Sample

The target population comprised marketing executives, business owners, information-technology professionals, academics, and students with exposure to organizational marketing practices. A total of 400 valid responses were obtained through a structured online questionnaire distributed using a combination of purposive and convenience sampling. The sample was drawn from diverse industry sectors, including information technology, e-commerce, services, banking and financial services, manufacturing, retail, and healthcare, ensuring reasonable representativeness across organizational types and levels of AI maturity.



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3.2 Instrument and Measures

Data were collected using a structured questionnaire comprising two parts. The first part captured demographic information, including gender, age, education, occupation, work experience, organization type, and current organizational use of AI in marketing. The second part consisted of fifty Likert-type statements, rated on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree), organized into five thematic constructs of ten items each: (A) Strategic Marketing Decision-Making, (B) Segmentation, Targeting and Personalization, (C) Efficiency, Innovation and Performance, (D) Challenges in AI Adoption, and (E) Responsible AI Integration and Effectiveness. Composite scores for each construct were computed by averaging the constituent item scores.

3.3 Reliability, Validity, and Data Analysis

Instrument reliability was assessed using Cronbach's coefficient alpha, and construct validity was evaluated using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity. Data were analysed using descriptive statistics (frequencies, percentages, means, and standard deviations) and inferential statistics, including Pearson's product-moment correlation, simple and multiple linear regression, independent-samples t-tests, and one-way analysis of variance (ANOVA). A significance level of 0.05 was adopted throughout. Five hypotheses were formulated and tested: H1, AI has a significant positive effect on strategic marketing decision-making; H2, AI significantly enhances customer segmentation, targeting, and personalization; H3, AI has a significant positive impact on marketing efficiency, innovation, and performance; H4, ethical, technical, and managerial challenges have a significant negative influence on AI adoption effectiveness; and H5, responsible AI integration significantly improves marketing effectiveness.

4. Results

This section presents the empirical findings derived from the analysis of data collected from 400 respondents. The results are organized into demographic characteristics, reliability and validity diagnostics, descriptive summaries of the composite constructs, the inter-construct correlation matrix, and the outcomes of hypothesis testing.

4.1 Demographic Profile of Respondents

The sample comprised 232 male respondents (58.0%) and 168 female respondents (42.0%). In terms of age, the largest cohort fell within the 25-34 years bracket (35.5%), followed by 35-44 years (27.5%), reflecting a sample concentrated among digitally active working-age professionals. Regarding education, master's degree holders formed the largest group (44.5%), followed by bachelor's degree holders (36.5%), indicating a well-educated respondent base capable of engaging meaningfully with the technical and strategic dimensions of the survey.



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Table 1

Demographic Profile of Respondents by Gender, Age Group, and Educational Qualification

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	232	58.00
	Female	168	42.00
Age Group	Below 25 years	58	14.50
	25-34 years	142	35.50
	35-44 years	110	27.50
	45-54 years	58	14.50
	55 years and above	32	8.00
Education	Bachelor's Degree	146	36.50
	Master's Degree	178	44.50
	Doctorate (Ph.D.)	44	11.00
	Other	32	8.00

Note. N = 400. Source: Primary data.

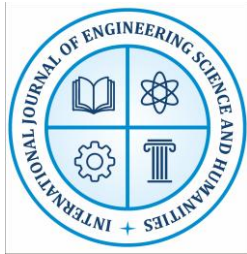
4.2 Occupation and Organizational Use of AI in Marketing

Marketing executives and managers constituted the largest occupational group (29.5%), followed by information-technology professionals (18.5%), a composition well suited to a study of AI in marketing decisions. A clear majority of respondents (53.5%) reported that their organizations currently use AI in marketing, while a further 23.0% indicated that their organizations were planning to adopt it, suggesting that more than three-quarters of the sample possess direct or imminent organizational exposure to AI-enabled marketing practices.

Table 2

Distribution of Respondents by Occupation and Current Organizational Use of AI in Marketing

Category	Group	Frequency	Percentage (%)
Occupation	Marketing Executive/Manager	118	29.50
	IT Professional	74	18.50
	Business Owner/Entrepreneur	66	16.50
	Academic/Researcher	42	10.50
	Student	40	10.00
	Government Employee / Other	60	15.00
AI Usage	Yes, currently using AI	214	53.50
	Planning to adopt AI	92	23.00
	Not currently using AI	58	14.50
	Not sure	36	9.00



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Note. N = 400. Source: Primary data.

4.3 Reliability of the Measurement Instrument

Cronbach's alpha coefficients for all five constructs exceeded the conventional threshold of 0.70, ranging from 0.861 for the Challenges construct to 0.912 for the Strategic Decision-Making construct, with an overall instrument reliability of 0.936. These results confirm excellent internal consistency across the fifty items and provide a sound basis for computing composite scores.

Table 3

Cronbach's Alpha Reliability Coefficients by Construct

Construct	No. of Items	Cronbach's Alpha
A. Strategic Marketing Decision-Making	10	0.912
B. Segmentation, Targeting & Personalization	10	0.897
C. Efficiency, Innovation & Performance	10	0.884
D. Challenges in AI Adoption	10	0.861
E. Responsible AI Integration & Effectiveness	10	0.905
Overall Instrument	50	0.936

Note. N = 400. $\alpha \geq 0.70$ indicates acceptable reliability. Source: Primary data.

4.4 Sampling Adequacy and Construct Validity

The Kaiser-Meyer-Olkin measure of sampling adequacy returned a value of 0.921, described in the methodological literature as “marvellous,” confirming that the data were highly suitable for construct-based analysis. Bartlett's test of sphericity was highly significant ($\chi^2 = 8642.3$, $df = 1225$, $p < .001$), confirming that the correlation matrix was not an identity matrix and that meaningful relationships existed among the items.

Table 4

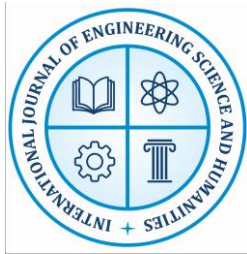
KMO Measure of Sampling Adequacy and Bartlett's Test of Sphericity

Test Statistic	Value
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.921
Bartlett's Test – Approx. Chi-Square	8642.3
Bartlett's Test – Degrees of Freedom	1225
Bartlett's Test – Significance (p)	< 0.001

Note. N = 400. Source: Primary data.

4.5 Descriptive Summary of the Composite Constructs

The composite summary shows that the Responsible Integration and Effectiveness construct recorded the highest mean ($M = 4.057$, $SD = 0.588$), followed by Strategic Decision-Making and Segmentation, both at $M = 3.921$, and Efficiency and Performance ($M = 3.880$). The Challenges



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construct recorded the lowest composite mean ($M = 3.714$, $SD = 0.712$), consistent with its distinct interpretive character as a measure of perceived barriers rather than benefits.

Table 5

Descriptive Summary of the Five Composite Constructs

Construct	Mean	SD	Interpretation
Strategic Marketing Decision-Making	3.921	0.611	Agreement
Segmentation, Targeting & Personalization	3.921	0.634	Agreement
Efficiency, Innovation & Performance	3.880	0.652	Agreement
Challenges in AI Adoption	3.714	0.712	Agreement
Responsible Integration & Effectiveness	4.057	0.588	Agreement

Note. $N = 400$. Source: Primary data.

4.6 Inter-Construct Correlation Matrix

All four benefit-oriented constructs correlated positively and significantly with one another (r ranging from .72 to .78, $p < .01$), indicating that respondents who perceive AI as beneficial in one marketing domain tend to perceive it as beneficial across domains. The Challenges construct correlated negatively and significantly with each benefit construct (r ranging from -.39 to -.46, $p < .01$), confirming an inverse relationship between perceived barriers and perceived benefits.

Table 6

Pearson Correlation Matrix among the Five Composite Constructs

Construct	A	B	C	D	E
A. Strategic	1				
B. Segmentation	.742**	1			
C. Efficiency	.768**	.781**	1		
D. Challenges	-.418**	-.402**	-.456**	1	
E. Responsible	.759**	.724**	.772**	-.389**	1

Note. ** $p < .01$ (2-tailed). $N = 400$. Source: Primary data.

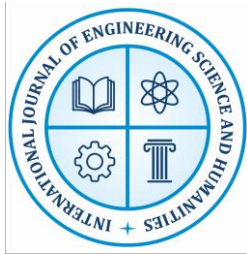
4.7 Hypothesis Testing

4.7.1 Hypothesis One: AI and Strategic Marketing Decision-Making

The Pearson correlation between AI adoption and strategic marketing decision-making was strong and significant, $r = .712$, $p < .001$. Simple linear regression confirmed that AI adoption significantly predicted strategic decision-making, explaining 50.7% of the variance ($R^2 = .507$, $F(1, 398) = 409.12$, $p < .001$; $\beta = .712$, $t = 20.23$, $p < .001$). A one-way ANOVA further revealed significant differences across age groups, $F(4, 395) = 5.83$, $p < .001$. H1 was therefore supported.

Table 7

Regression Summary – Effect of AI Adoption on Strategic Marketing Decision-Making (H1)



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Statistic	Value
Pearson r	0.712 ($p < .001$)
R Square	0.507
Adjusted R Square	0.505
Standardized Beta (β)	0.712
F (1, 398)	409.12 ($p < .001$)
t-value	20.23 ($p < .001$)

Note. Dependent variable: Strategic Marketing Decision-Making. N = 400. Source: Primary data.

4.7.2 Hypothesis Three: AI, Marketing Efficiency, Innovation, and Performance

Because marketing performance was conceptualized as multidimensional, a multiple regression was estimated with efficiency, innovation, and market responsiveness as predictors. The model was highly significant, $R^2 = .610$, $F(3, 396) = 206.40$, $p < .001$, with efficiency emerging as the strongest predictor ($\beta = .361$), followed by innovation ($\beta = .301$) and responsiveness ($\beta = .259$), all significant at $p < .001$. A one-way ANOVA across work-experience categories was also significant, $F(4, 395) = 6.44$, $p < .001$. H3 was therefore supported.

Table 8

Multiple Regression Summary – Predictors of Marketing Efficiency and Performance (H3)

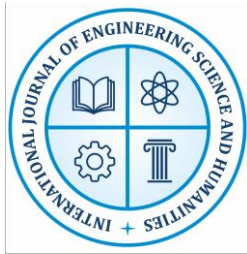
Predictor	B	Beta (β)	t	Sig.
(Constant)	0.512	—	4.23	$< .001$
Efficiency	0.352	0.361	8.59	$< .001$
Innovation	0.298	0.301	6.77	$< .001$
Responsiveness	0.256	0.259	5.95	$< .001$

Note. Dependent variable: Marketing Efficiency & Performance. $R^2 = .610$, $F(3, 396) = 206.40$, $p < .001$. N = 400. Source: Primary data.

4.7.3 Hypothesis Four: Challenges and AI Adoption Effectiveness

The correlation between perceived challenges and adoption effectiveness was negative and significant, $r = -.521$, $p < .001$. Multiple regression with data-privacy concerns, skill gaps, implementation cost, and technical complexity as predictors explained 41.3% of the variance in adoption effectiveness ($R^2 = .413$, $F(4, 395) = 69.50$, $p < .001$). The skill gap exerted the strongest negative effect ($\beta = -.272$), followed by data-privacy concerns ($\beta = -.241$), implementation cost ($\beta = -.205$), and technical complexity ($\beta = -.178$), all significant at $p < .001$. A one-way ANOVA across education levels was also significant, $F(3, 396) = 3.78$, $p = .011$. H4 was therefore supported.

Table 9



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Multiple Regression Summary – Effect of Adoption Challenges on AI Adoption Effectiveness (H4)

Predictor	B	Beta (β)	t	Sig.
(Constant)	4.512	–	31.77	< .001
Data Privacy Concerns	-0.212	-0.241	-5.58	< .001
Skill Gap	-0.256	-0.272	-6.24	< .001
Implementation Cost	-0.188	-0.205	-4.82	< .001
Technical Complexity	-0.164	-0.178	-4.10	< .001

Note. Dependent variable: AI Adoption Effectiveness. $R^2 = .413$, $F(4, 395) = 69.50$, $p < .001$. $N = 400$. Source: Primary data.

Hypothesis Two (AI and segmentation, targeting, and personalization) and Hypothesis Five (responsible AI integration and marketing effectiveness) were likewise supported. AI adoption correlated strongly with segmentation and personalization ($r = .688$, $p < .001$; $R^2 = .473$), with no significant gender difference ($t(398) = 1.87$, $p = .062$) but a significant difference across organization type ($F(7, 392) = 3.74$, $p = .001$). Responsible AI integration recorded the strongest relationship in the study with marketing effectiveness ($r = .759$, $p < .001$; $R^2 = .576$, $F(1, 398) = 540.86$, $p < .001$; $\beta = .759$, $t = 23.26$, $p < .001$), with significant variation across occupational groups, $F(6, 393) = 4.31$, $p < .001$.

4.8 Summary of Hypothesis Testing

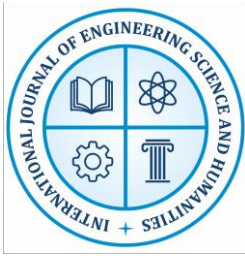
Table 10 consolidates the outcomes of the five hypotheses. All hypothesized relationships were statistically significant at $p < .05$, providing convergent empirical support for the proposition that AI meaningfully shapes strategic marketing decisions, while its benefits are moderated by adoption challenges and maximized through responsible integration.

Table 10

Consolidated Summary of the Five Research Hypotheses and Their Outcomes

Hypothesis	Relationship Tested	Key Statistics	Decision
H1	AI $\rightarrow$ Strategic Decision-Making	$r = .712$; $\beta = .712$; $F = 5.83$	Supported
H2	AI $\rightarrow$ Segmentation & Personalization	$r = .688$; $\beta = .688$; $F = 3.74$	Supported
H3	AI $\rightarrow$ Efficiency & Performance	$r = .734$; $R^2 = .610$; $F = 6.44$	Supported
H4	Challenges $\rightarrow$ Adoption Effectiveness	$r = -.521$; $R^2 = .413$; $F = 3.78$	Supported
H5	Responsible Integration $\rightarrow$ Effectiveness	$r = .759$; $R^2 = .576$; $F = 4.31$	Supported

Note. All hypotheses supported at $p < .05$. $N = 400$. Source: Primary data.



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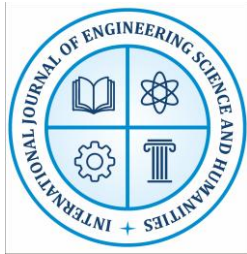
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5. Conclusion

This study set out to examine the role of artificial intelligence in shaping strategic marketing decisions through an integrated empirical investigation of five interrelated dimensions: strategic decision-making, customer segmentation and personalization, marketing efficiency and performance, adoption challenges, and responsible AI integration. Drawing on data from 400 respondents and a reliable, valid measurement instrument, the study found consistent and statistically significant support for all five hypotheses. AI adoption was strongly and positively associated with strategic decision-making, segmentation and personalization, and marketing efficiency and performance, confirming that AI functions as a genuine decision-support and value-creating technology across multiple facets of the marketing function. At the same time, the significant negative effect of ethical, technical, and managerial challenges, most notably skill shortages and data-privacy concerns, demonstrates that the returns to AI adoption are not automatic but are contingent upon organizational capability and governance.

The most consequential finding of the study is that responsible AI integration, encompassing ethical guidelines, governance, employee training, continuous monitoring, and human oversight, exhibited the strongest relationship with marketing effectiveness among all constructs examined. This finding reframes the managerial conversation around AI in marketing: the central question for organizations is not merely whether to adopt AI, but how responsibly and thoughtfully it is integrated into marketing operations. Practically, the results suggest that organizations seeking to maximize returns on AI investment should prioritize closing skill gaps, strengthening data-governance frameworks, and embedding transparent, human-centred oversight mechanisms alongside their technological investments.

The study is not without limitations. Its cross-sectional design and reliance on self-reported perceptions limit causal inference, and the sample, while diverse, was drawn from a specific set of industries and professional roles that may not fully represent all organizational contexts. Future research would benefit from longitudinal designs, objective performance metrics, and cross-national comparisons to further validate and extend these findings. Nonetheless, the study contributes robust empirical evidence to a literature that has, until recently, been dominated by conceptual and qualitative accounts, and it offers a coherent, evidence-based narrative in which artificial intelligence is confirmed as a powerful enabler of strategic marketing whose full potential is realized only through responsible, human-centred integration.

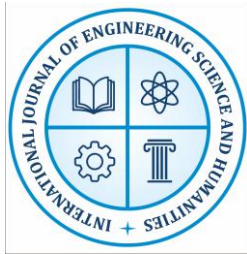


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