

Chief Marketing Officers' Challenges Within Rising AI Usage for Knowledge Management and Human-Technology Synergies' Emergence



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Abstract

We are noticing Chief Marketing Officers' significant behavioral shifts within unpredictable business environment's complexities, blending human and technology-enabled capabilities. Also, we are observing websites' optimization, mobile-first channels' prioritization, ensuring offerings' expansion for budget-conscious buyers, and delivering valuable results by quickly going from ideation to analysis while advancing on the path to improved phygital shopping. There is no doubt about the rising AI usage for knowledge management, ensuring artificial and human knowledge integration, and measuring knowledge vulnerabilities to avoid risks' appearance, and taking full advantage of AI technologies. New research findings revealed the importance of readiness and metaknowledge for human-technology synergies' emergence, and AI marketing effective creation by various factors' new dimensional framework helping marketers including with new technologies' integration to intensify personalization, while focusing on earning consumers' attention.

Keywords: Chief Marketing Officers; Behavioral Shifts; Websites' Optimization, Mobile-first Channels' Prioritization; Rising AI Usage for Knowledge Management; Human-Technology Synergies' Emergence

JEL Classification: D83; L21; L81; M21; M31; M37; O31; O32; O33

Chief Marketing Officers' significant behavioral shifts within unpredictable business environment's complexities, blending human and technology-enabled capabilities

Being under pressure to make digital marketing investments within the context of today's unpredictable environment's complexities Chief Marketing Officers (CMOs) are challenged to exceed their growth objectives by applying key tactics (investing in strategic planning capabilities to report marketing efforts' high performance; intensifying customer understanding to improve touchpoint relevance and increase ROI on content and media; creating a new way of seeing experiences to do less to get more) so as to solve their specific organizational problems based on or methods, strategies, actions demonstrating a history of consistent achievements by focusing on daily incremental progress (Gartner a, 2025). To overcome budget challenges, CMOs need to take cost-saving actions in various resource areas, including in technology (by utilizing existing technology, simplifying their marketing technology stack, and eliminating unnecessary technologies (Gartner b, 2025). Marketing is more and more viewed as a profit center, advanced budget-techniques being embraced by CMOs blending human and technology-enabled capabilities (AI-driven efficiency being one of the key drivers), and productivity measures being embedded into marketing planning (Gartner c, 2025). To both solve today's business challenges, and improve organization's ability to be prepared for what is about to come CMOs need to flexibly shift between behaviors (described collectively by Gartner as market shaping – see the figure below) as circumstances dictate, proving not only strong positioning and innovation capabilities, but also deep customer understanding.



Source: Gartner

Figure no. 1: Four Behaviors of Market-Shaper CMOs

Source: Gartner c, 2025. Use Customer Understanding as Your North Star Amid Disruption. Chief Marketing Officer Journal, CMO Quarterly, Third Quarter 2025, p. 25 (work cited)

Websites' optimization, mobile-first channels' prioritization, ensuring offerings' expansion for budget-conscious buyers, and delivering valuable results by quickly going from ideation to analysis while advancing on the path to improved phygital shopping

In a recent newsletter sent by the Founder and CEO of "Customers Who Click" (Laurenson, 2025), an achievement-oriented conversion rate optimization (CRO) agency helping

e-commerce brands optimize their websites, there were underlined significant aspects, such as: touching core site experience (to avoid revenue leakage) based on systematically finding friction in a business and removing it (in other words, increasing productivity, unlocking business's full potential and facilitating growth, and improving CX); using a sales strategy like bundling products already bought together by shoppers or using upselling and cross-selling to suggest more expensive or complementary products by offering additional products or services to current customers after purchasing etc.; avoiding adding an upsell app to obtain a higher average order value (AOV, the average amount of money spent by a customer on each transaction, this being a key e-commerce metric), and considering both product journey and psychology; avoiding time and resource paralysis without waiting for the ideal time, and intensely focus on completing a most important task at a time, quickly going from ideation to analysis to deliver valuable results.

Adobe Digital Insights' lead analyst (Choudhary, 2025) recently underlined that consumer trust (more than 90% of consumers) in the connections from Gen AI-powered platforms (such as ChatGPT, Claude, Perplexity) drove an increase in US retail websites' traffic, online shoppers using Gen AI being inclined to be research focused, as well as more and more saving items they intend to buy to a virtual shopping cart (using ATC button). Also, the above-mentioned research findings by Adobe revealed not only that these online shoppers have spent 32% more time on websites, but also that they have viewed 10% more webpages. With regard to holiday shopping experiences, a recent analyst report (EMARKETER, 2025) provided interesting recommendations, such as: to reach shoppers by prioritizing mobile-first channels (considering social discovery, AI search, and checkout); to surface well in Gen AI chatbot queries based on structure product data (and benefitting this way of improved search visibility, intensified CX, increased automation, and reduced errors); to ensure offerings' expansion for budget-conscious buyers by way of smaller size options or product bundles etc. On the other hand, in the AI era, according to SEO consultant Gianluca Fiorelli (also host of "The Search Session" podcast), visibility metrics (which quantify, for example, a website's exposure, reach, and performance to both users and competitors) should be measured not only by direct traffic tied to visible links, but also by and traffic increases to pages appearing in AI responses (Feger, 2025).

Walmart's marketplace ecosystem (De Shong, 2025) is progressing on the path to phygital shopping by bridging in-store discovery with online convenience, ensuring sellers' equipping with AI-powered tools so as to improve their performance (based on faster products' listing, more efficiently operations' management, customers engagement with confidence etc.), the innovative technology being combined with targeted incentives to enable sellers to better meet the evolving customer demand. These sellers' new users can, for instance, receive a 30% discount on fulfillment fees, thanks to Walmart's multichannel solutions allowing orders' fulfillment from sellers' own websites and social platforms. Also, it is important to note that the rivalry between Walmart, Amazon and Dollar General (Stambor, 2025) with regard to rural

ecommerce deliveries and loyalty gaining in this market ready for a significant expansion become more intense.

Rising AI usage for knowledge management, ensuring artificial and human knowledge integration, and measuring knowledge vulnerabilities to avoid risks' appearance, and taking full advantage of AI technologies

To optimize operations and elevate productivity, as well as gain actionable insights from their data, organizations leverage AI-driven knowledge management (KM) solutions (Indepth Research Institute, 2025), KM being transformed by key AI technologies (like ML, NLP, Automation and RPA, Predictive Analytics), while collaboration is intensified by AI (through AI chatbots & virtual assistants, automated knowledge sharing platforms, and smart notifications). The KM Process provides major benefits such as: efficiency and productivity driving, first call resolution rates' (FCR) improvement, making training faster, consistency driving, and knowledge sharing culture development (Knowmax, 2025). According to the creator of Atlas Intelligent Knowledge platform for Microsoft 365, ClearPeople (2025), a new frontier in organizational KM is represented by the intersection of KM, AI-powered search, and AI, KM being transformed into a strategic asset, and KM systems powered by AI not only providing tailored recommendations and identifying knowledge gaps, but also promoting innovation based on analysis of trends and patterns in data usage.

In the opinion of the CEO of Team-GPT (Valchanov, 2024), there are both significant benefits of AI usage for KM (such as easier knowledge sharing, a personalized user experience, ability to save time), and best use cases of AI for KM (like building an internal search and retrieval system, content creation with a Custom LLM model, issue monitoring). Recently, Bratianu and Bejinaru (2025) – who focused on GenAI (based on its analysis for artificial knowledge generated by it on the basis of syntactic rules without any correspondence with semantics) and comparing it with the human knowledge (based on the theory of knowledge fields and knowledge dynamics) whose generation is founded on processes determined by our sensory system and the brain – suggested the artificial and human knowledge integration into KM systems, while Bratianu et al. (2025) brought to our attention organizations' need for a deeper understanding of knowledge vulnerabilities (as KM systems and routines' weak points), measuring them accordingly, and avoid risks' appearance.

As shown by Ayinaddis (2025), taking into account AI's important role in competitiveness and growth, it is necessary to improve understanding of AI adoption dynamics at the level of small and medium enterprises (SMEs) compared to larger firms, identifying similarities and differences. This could allow to provide SMEs additional support in taking full advantage of AI technologies, by implementing actions or policies to achieve specific goals. On the other hand, a recent Merkle report revealed how AI (seen both as growth engine and cost-

control mechanism) is more and more viewed by CMOs globally as an influential change factor across marketing functions, creativity and customer trust enhancement based on AI being the current challenge (Konstantinovic, 2025).

Instead of conclusions: *Considering the importance of readiness and metaknowledge for human-technology synergies' emergence, and AI marketing effective creation by various factors' new dimensional framework helping marketers including with new technologies' integration to intensify personalization, while focusing on earning consumers' attention*

In our last RDC Magazine issue (Purcarea, 2025) we underlined how critical is to better understand Agentic AI's successful implementation within a supply chain environment in which the e-commerce logistics scenery is deeply reshaped by the technological progress. Within the context of increasing complex interactions between autonomous technology (AT), organizations' frontline workers and consumers involved in the digital age by the organizational frontlines, Van Doorn et al. (2023) developed a so-called Consumer–Autonomous Technology–Worker (CAW) framework reflecting consumer–worker–AT interactions' implications, workers' decision-making being supported by AT-enabled knowledge-based systems. More recently, Danatzis et al. (2025), starting from how organizational frontlines are radically transformed by advanced technologies like robotics and AI, showed that at the organizational frontlines are created significant human-technology (HUMTECH) synergies based on quickly expanding AI agents' abilities to act independently (making independent contextual decisions) but working with specific objectives. They traced the outline of human-technology collaboration distinct modes (employee-led, technology-led, and co-led) bringing about the above-mentioned HUMTECH synergies (without exploring customers' role or the organizational context in shaping these synergies, but considering the importance of readiness and metaknowledge for these synergies' emergence), also inviting to future research regarding how the emergence and sustainability of the aforementioned capacities can be shaped (being nurtured and cultivated, as well as utilized strategically to gain advantage) by both organizational systems like high-performance work systems, and sociotechnical systems.

Research findings by Lee and Breckon (2025) underlined that the non-linear and reactive customer engagement (as both emotional link between a brand and a customer, and forerunner of AI marketing) is significantly affected by the so-called PEERS (personalized, effective, enjoyable, reliable, and simple-to-use) factors of an AI marketing device, consequently in a dynamic business environment marketers being helped by such a new dimensional framework of factors to create effective AI marketing (including RPA, ML, and deep learning) strategies. There were also underlined other findings such as: trust in AI is significantly intensified not only by knowledge, transparency, explainability, but also by certification, and self-imposed standards;

the importance (beyond customer insights' importance) of relationships, personalized recommendations, the privacy paradox, and advertising concepts, as well as new technologies' integration to intensify personalization; the devices' use intention is positively influenced by technological optimism, being negatively affected by technological insecurity, while robo-advisor adoption is positively impacted by technological discomfort.

As technology, customer service, and marketing are the disciplines most impacted by AI (Robinson, Stewart III and Fusaro, 2025), it's also time for the marketing ecosystem to master agentic AI to proactively turning into opportunity the disruptions faced (GenAI's quick rise, geopolitical uncertainty, supply chains' reshaping, far more fragmented customer behavior). In exploring new opportunities is essential to make stronger the center line between CMOs and their CEOs and CFOs colleagues, taking action to increased forward motion and growth in human and AI working together by identifying and implementing new mindsets, skills and strategies, the CMOs' changing role being vital. Also, as brands' future is experiential, CMOs' key challenge is to solve brand distinctiveness' achievement while using AI to scale hyper-personalized content (Apotheker, 2025), determining the effective harmony between AI-enabled content (human-led, but based on AI models and tools' use) and AI-originated content (produced by GenAI models, marketing strategy's new cornerstone being GenAI). And beyond CMOs' imperative to achieve customers' immersion in their brands' world based on GenAI, they also must pay attention to Agentic AI's continuous development taking into account CMO's enablement by Agentic AI to ensure workflows' connection for E2E campaign planning.

Allow us to end by quoting the CMO at Rival Technologies (Catoira, 2025), who stated: *"Consumers today are paying closer attention to how their data is collected and used. They want to feel confident that their input matters and that it's being handled with care. If that trust breaks, engagement drops fast. People now expect: Clear opt-ins; Control over their information; Proof that their input leads to change... Consumers are multitasking, distracted, and bombarded with content every minute. If we want their attention, we have to earn it, and respect that people have very little time in their busy lives."*

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