From Data to Creativity: Shaping Tomorrow's Marketers

A qualitative study exploring the nascent and dynamic interaction between professional marketers and generative AI

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Abstract

The nascent technology of generative AI has experienced rapid advancements, and its capabilities extend from those of previous AI. Generative AI is believed to have a transformational impact and is a crucial driver of operational innovation across industries. The technology's capabilities in producing creative output have the potential to transform creative industries previously unchallenged by technology. This has great implications in the marketing domain, an industry generative AI is said to revolutionise. While existing research has explored human-machine interaction, there is limited research on how generative AI interacts with professionals, specifically its implications on professional marketers. Therefore, this study examines *how marketers interact with generative AI within their professional role and what factors shape this.* A qualitative research method was employed, where semi-structured interviews with 23 professional marketers from different companies and industries constituted the study's focus. The findings revealed that marketers interact with generative AI in three active types of collaboration. These collaborations were seen to be as an idea generator, main content creator or, as an advisor. The study further revealed that there are three factors seen to shape how marketers and generative AI interact, impacting what collaboration occurs. To understand these dynamics, the study presents a conceptual framework developed to illustrate how three shaping factors affect observed collaboration and what outcomes this could have. The framework has the function of a continuous loop where outcomes of collaboration influence the three shaping factors, affecting new types of collaborations. This study contributes to the gap in research at the intersection of generative AI technology, human-machine interaction, and professional roles. Additionally, this study offers valuable insights to practitioners in the field by examining marketers' interaction with generative AI.

Keywords: Artificial Intelligence, Generative Artificial Intelligence, Human-Machine Interactions, Professional Roles, Marketing

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Definitions

Term	The Definition Used in This Thesis
Artificial Intelligence	A system's ability to correctly interpret external data, to learn from such data, and to use those learnings to achieve specific goals and tasks through flexible adaptation (Kaplan & Haenlein, 2019).
Generative AI	Generative AI is a category of AI technologies able to create text, images, and other content based on training data (Berg et al., 2023).
Human-Machine Interaction	Human–machine interaction refers to the communication and interaction between a human and a machine via a user interface (Ke et al., 2018).
Professional Role	"Who am I (as a member of a specific profession)?" and "What do I do?" (Strich et al., 2021).
Professional Marketer	The term "Professional Marketer" will be used interchangeably with "Marketer".
Automation	Automation implies that machines take over a human task (Raisch & Krakowski, 2021).
Augmentation	Augmentation means that humans collaborate closely with machines to perform a task (Raisch & Krakowski, 2021).
Content Marketing	Content marketing can be generally defined as the identification, creation and dissemination of valuable and digitized content to engage customers, with the final goal of enhancing marketing performance (Wahid, 2023).

Abbreviations

Abbreviation	Definition
AI	Artificial Intelligence
Generative AI	Generative Artificial Intelligence

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"I think it's great that it exists. What I realise is that I have to be on top of it. Suddenly, I'm sitting somewhere where people may be more liberal with how they use AI. Then it's best for you that you actually know how to use it."- 4

"But I'm a bit worried that it will take away the creative aspect of jobs like mine. Because it's the creative part that's fun in my opinion. It's a bit scary if it starts taking over all that." -11

1. Introduction

The development of new technologies is constantly emerging in today's society. In recent years, a*rtificial intelligence* (AI) has emerged as a transformative force, revolutionising various aspects of business operations. AI can be defined as "a system's ability to correctly interpret external data, to learn from such data, and to use those learnings to achieve specific goals and tasks through flexible adaptation" (Kaplan & Haenlein, 2019, p.17). An example of its transformative force is the recent advancements within *generative artificial intelligence* (generative AI), which came as a significant technology shock (Eisfeldt et al., 2023). Generative AI is possibly the most disruptive new technology since the arrival of the public internet (Cio, 2023). Given generative AI's ability to produce creative output quickly (Wahid et al., 2023), it will impact industries where human creativity previously was unchallenged (De Cremer et al., 2023). This will create both new opportunities and challenges in the field of creativity (Vinchon et al., 2023), which raises new questions for professions in creative industries, such as content marketing (Fui-Hoon Nah et al., 2023; Wahid et al., 2023).

Compared to earlier AI innovations, generative AI's ability to process more complex data inputs and generate more human-like outputs makes it more scalable and versatile (Eisfeldt et al., 2023). Generative AI tools can, with trained data, generate new content, such as images, texts, software, audio, and product design, which is transforming how we work, create, and learn (Kankanhalli, 2024; Euchner, 2023). Hence, it can perform tasks previously done by experts, which has implications for professional work. Previous literature on AI in professional work has discussed human-AI interaction in terms of the concepts of automation and augmentation, where machines either replace human tasks or collaborate with humans to enhance capabilities (Raisch & Krakowski, 2021). Moreover, some scholars have indicated why professionals choose to interact with technology or not within their role and what factors shape this process (Constantinides et al., 2024; Kellogg et al., 2020; Glaser et al., 2021). The interaction with technology can further have implications and shape professionals' roles in terms of processes, tasks and knowledge (Strich et al., 2021; Zirar et al., 2023). With generative AI's possibility to perform tasks that experts have previously done (De Cremer et al., 2023), it can form new types of collaboration between

professionals and technology. This unveils new opportunities for augmenting and automating tasks (Zhang & Gosline, 2023).

Despite previous studies conducted within AI technology, research has not yet acknowledged the latest advancements in generative AI technology, which opens up new research possibilities (Euchner, 2023). Generative AI tools can extend away from previous AI capabilities, producing creative output traditionally considered beyond the scope of technology (Banh & Strobel, 2023). The opportunities within this realm make marketing a particularly relevant area to explore, as generative AI tools can push boundaries within the marketing domain of what is currently considered possible, transforming it tremendously (Deveau, 2023; Mondal et al., 2023).

The transformational potential of generative AI has implications for professionals in the creative marketing domain. Marketers and advertisers have begun leveraging generative AI tools increasingly, improving, for instance, marketing communication campaigns (Baek, 2023). While studies show overall optimism among professionals towards generative AI in organisations, concerns persist regarding its potential job implications (Bant et al., 2023). Although generative AI is anticipated to revolutionise various forms of creative work, its impact on marketing professionals remains uncertain (De Cremer et al., 2023). Thus, delving into the interaction between marketers and generative AI and exploring what factors shape this dynamic is necessary, providing valuable insights for practitioners and scholars in the evolving landscape of generative AI.

1.2 Purpose and Research Question

The purpose of this thesis is to investigate generative AI technology within the domain of marketing. Generative AI has the potential to transform this domain tremendously and impact the work of professional marketers, making them a relevant focus group for this study. Specifically, the objective is to better understand how the marketer's interaction with the technology has implications for their professional role. Given that generative AI technology has the potential to revolutionise creative work, it can affect professional marketers' roles by either enhancing their capabilities or replacing them. Therefore, it is essential to understand how marketers perceive technology, what factors could influence this and how this interaction could take shape. The research question has been formulated as such:

How do marketers interact with generative AI within their professional role, and what factors shape this?

1.3 Expected Contributions

By answering the research question, this study aims to make several contributions to existing literature debates. To begin with, generative AI is a relatively unexplored new phenomenon. Therefore, this study aims to contribute to the literature on this technology and its impact within business contexts. Specifically, this study aims to contribute to research on generative AI's implication within the marketing domain. Additionally, the authors hope to contribute to the existing literature debates on human-machine interaction, providing a nuanced perspective on the interaction between marketers and generative AI that currently lacks exploration. The authors further seek to contribute to the debate on how professionals interact with technology by understanding what factors can shape this. Lastly, to the best of the authors' knowledge, no previous study has provided insights into how generative AI's ability to generate creative content will impact the role of marketing professionals to which this study aims to contribute.

In addition to theoretical contributions, the authors aspire to offer practical guidance to managers on how they can support professional marketers in interacting with generative AI tools and prepare them for the potential changes connected to their professional roles. Moreover, this study aims to

provide marketers with an understanding of generative AI technology and how they can engage and improve their interaction.

1.4 Scope and Delimitations

To develop an in-depth understanding of how marketing professionals perceive and interact with generative AI, this study used an abductive research design to study the perspective of marketing professionals through semi-structured interviews. The chosen interview sample consisted of 23 marketing professionals working on a more operative or strategic level. Additionally, three pilot interviews were conducted as part of a pre-study to understand how some organisations currently work with generative AI and to what extent it has been implemented in marketing departments. This facilitated the process of selecting participants for this study's interviewee sample, as the authors limit the study to marketers who are affected by generative AI in their roles or are aware of its potential and are employed in organisations in Sweden. These criteria were motivated by being the common denominators among the participants, creating a comparable sample.

1.5 Research Outline

This study is structured into six sections, each beginning with a summary of its objective and sub-sections. The first section, the introduction, provides background to comprehend the purpose of the study and presents the research question this study aims to answer. Section two is the literature review that discusses previous research on generative AI in general and within marketing, human-machine interaction, and AI shaping professional roles. The research gap is presented at the end of this section, which validates this study's importance. Section three demonstrates the chosen research approach, data collection and analysis methodology, and data quality and trustworthiness considerations. The fourth section, the results, presents the empirical data. After this section, the discussion is disclosed, which introduces and analyses this study's developed framework, highlighting theoretical and practical implications, methodological limitations, and future research suggestions. Lastly, section six concludes the study with a summary of the main findings.

2. Literature Review

This chapter aims to provide an overview of previous literature reviewed in the research. Firstly, the phenomenon of generative AI will be examined (2.1). Secondly, existing literature on AI in professional work will be presented regarding human-machine interactions and how AI is shifting professional roles (2.2). Thirdly, the literature on generative AI within marketing will be explored (2.3). Finally, the literature will be synthesised, and the research gap of this study will be presented (2.4).

2.1 The Phenomenon of Generative AI

AI has been a widespread subject of discussion for decades (Mondal et al., 2023), and it has attracted great attention in various industries (Hyder et al., 2019). Despite AI's upswing in the most recent years, it was already in development during the 1950s and 1960s; the stagnant development of AI since this period was caused by shortened spending on AI and restrictions in processing capabilities (Fui-Hoon Nah et al., 2023). AI is characterised as being able to interpret a large amount of external data and use it to achieve certain tasks and goals (Fui-Hoon Nah et al., 2023). AI offers unique characteristics, for instance, an increased ability to act without human intervention, illustrating autonomy capacity, a capability for great deep learning, and using a large corpus of data and experiences to generate continuously improved content (Berente et al., 2021). In addition, through greater autonomy and learning capabilities, AI shows characteristics for inscrutability where its applied domains have broadened in both its used areas and the complexity of tasks (Berente et al., 2021). With the advances in AI's facets, it is first in recent years that AI has returned, gaining great attention (Mondal et al., 2023). Although the release of AlphaGO in 2015, an AI system mastering the ancient game of Go and demonstrated the capacity for AI to solve complex problems in challenging domains, it was with the release of ChatGPT in 2022 that AI applications, specifically generative AI, captured worldwide attention (Fui-Hoon Nah et al., 2023).

Generative AI is a transformational technology that has received great attention in recent years. Generative AI refers to a group of technologies that can generate various types of content, such as text and images, based on trained data (Berg et al., 2023). Examples of generative AI tools that

have received considerable attention are ChatGPT for text generation, DALL-E, Midjourney and Stable Diffusion for image generation, Steve AI for video generation and Boomy for music generation (Euchner, 2023; Wahid et al., 2023). OpenAI's video generation model, Sora, is one of the newest editions specialising in text-to-video generation. With a broad base of generative AI tools and the continued evolution of new editions, ChatGPT is currently widely recognised as one of the most influential generative AI applications (Baek, 2023). ChatGPT is a form of a Large Language Model (LLM), that uses deep learning techniques to handle large data sets (Cascella et al., 2023). The LLM used for ChatGPT is more specifically called Generative Pre-trained Transformer (GPT), which is why the name ChatGPT (Mondal et al., 2023). GPT can be explained as a system trained on large datasets and generating novel texts according to the information it receives (Mondal et al., 2023). With the evolution of generative AI tools, the applications are now able to create creative and unique content, extending away from existing AI capabilities (Banh & Strobel, 2023). By learning from existing datasets, generative AI can create new forms of content in the form of data, images, video, or text (Poland et al., 2024; Euchner, 2023; Mondal et al., 2023).

Generative AI being relatively new in the field of AI, it opens up opportunities for research (Euchner, 2023) and the rapid evolution of generative AI welcomes a new era of technology that requires fundamental understanding (Banh & Strobel, 2023; Euchner, 2023). To apprehend how generative AI may have elicited different thoughts among professionals, understanding the foundation of generative AI is essential and will therefore be explored.

2.1.1 Benefits and Risks of Generative AI

Scholars have speculated on the benefits of generative AI. Transitioning an enterprise into an AI mode will spur digital transformation and unleash growth possibilities (Bant et al., 2023). The technology, in addition to having the potential to be the most revolutionary new technology since the introduction of the public internet, holds the possibility to be a brand new era of innovation (Cio, 2023). There is even anticipation that generative AI will exert the most significant influence in the future on improving organisational efficiency, productivity, and customer experience (Bant et al., 2023). The technology grows multidisciplinary by automating traditional creative tasks and fostering disruptive innovations (Dwivedi et al., 2021). Moreover, generative AI revolutionises

how businesses operate with their everyday tasks, how innovative they can be, and how customer interactions are (Brynjolfsson et al., 2023). Through its capabilities of processing large volumes of data fast, generative AI can help companies realise customer needs quicker, and meet these needs faster while decreasing time spent on customer analysis (Bant et al., 2023).

With the advancements of generative AI, it is becoming a crucial driver of operational excellence and innovation across industries (Poland et al., 2024). The technology has the potential to reshape existing industry standards and bring transformational impact (Poland et al., 2024). Generative AI has evolved as an innovative tool, offering a broad range of capabilities affecting sectors such as finance, healthcare, legal, sales, human resource operations, and marketing (Chui et al., 2022; Brand et al., 2023; Burger et al., 2023). Departments better suited for integration of generative AI are argued to be IT and customer-facing functions such as customer service, marketing, and sales (Bant et al., 2023). These areas are deemed more likely to invest in technology, unlike human resources or legal departments (Bant et al., 2023). Companies that choose to adopt a comprehensive stance toward generative AI, overlooking which departments could leverage the technology, have the potential to revolutionise their business and exploit the true value of generative AI (Poland et al., 2024).

Although there are significant benefits to implementing generative AI in organisations, tools such as ChatGPT face challenges when applied to real-life situations (Fui-Hoon Nah et al., 2023). These challenges can be explained as moral, legal, and ethical issues relating to copyright infringement in generated content (Gillotte, 2019), and security and data privacy (Siau & Wang, 2020). These risks can be further explicitly explained by ChatGPT producing hallucinations, biases, or presenting misinformation or fake information (Fui-Hoon Nah et al., 2023). According to Banh and Strobel (2023), generative AI systems can produce convincing but inaccurate content, known as hallucinations, and are also inclined to create biases, including the creation of potential discrimination. Research for why these issues arise is at its nascent stage but is believed to evolve due to inaccurate or conflicting data used in AI-systems training processes (Banh & Strobel, 2023). Due to these reasons, which data and quality of data used are crucial in developing accurate AI systems (Banh & Strobel, 2023). Additionally, there are ongoing legal risks debates, specifically concerning intellectual property and ownership content generated by generative AI tools (Appel

et al., 2023). These debates concern whether the company or customer owns the content and whether intellectual property applies to generated AI creations. Appel et al. (2023) stress that companies must consider legal aspects before implementing generative AI to protect themselves. To successfully implement generative AI tools such as ChatGPT in organisations, the ability to detect false information and safeguard confidential data are two important parameters to possess (Fui-Hoon Nah et al., 2023).

2.1.2 Application of Generative AI in Organisations

Due to generative AI's grand promises, organisations have quickly begun to pilot and adopt it to perform various functions, including formulating strategic roadmaps, managing customer data, and coordinating processes (Bant et al., 2023). A recent survey shows that employees have expressed a positive outlook on generative AI's role in organisations and opted for a desire for technology support to varying degrees (Bant et al., 2023). Over 40% of employees anticipate potential changes in their current roles or learn new skills due to generative AI (Bant et al., 2023).

Given the nascent stage of the implementation of generative AI technologies in organisations, uncertainties persist regarding their actual impact (Euchner, 2023). Successful integration of generative AI depends on factors such as altered business processes, investments, and how well the company connects it to current structures (Euchner, 2023). Grasping the technology is also essential for successful integration (Poland et al., 2024). While companies are beginning to integrate generative AI, organisations need to raise their perception of the technology and equip their teams with the necessary skills to leverage generative AI and enhance their job (Britt, 2023). Moreover, with the introduction of generative AI in organisations, there are concerns about the effect of generative AI on jobs (Bant et al., 2023). Some argue that while the technology may not replace the employee, someone who excels in using generative AI could (Britt, 2023). Nonetheless, Zhang and Gosline (2023) believe that generative AI should not completely replace humans, especially not human oversight.

2.2 AI in Professional Work

2.2.1 Automation and Augmentation: Human's Interactions with Machines

As mentioned in the previous section, the latest advancements in AI technology can perform tasks that were previously performed by professionals. Given its capabilities, the literature has started to unpack the implications of AI for professional work. One stream of literature has debated on how these technologies can automate or augment work. These concepts are widely discussed within academic, practitioner, and policy communities (Brynjolfsson & Mitchell, 2017; Benbya et al., 2021; Raisch & Krakowski, 2021). Automation refers to machines fully taking over a repetitive human task, while augmentation indicates the need for human involvement and collaboration between machines and humans to complement each other's capabilities (Raisch & Krakowski, 2021). While automation enables rational, low-cost, and efficient processes (Raisch & Krakowski, 2021), it could also create little scope for creativity and contain biases (Ingram Bogusz et al., 2020). Conversely, augmentation enables humans to prioritise their strengths in strategic thinking, innovation creation, and leadership, shaping new roles and jobs (Ingram Bogusz et al., 2020).

However, emerging literature has found that the concepts of augmentation and automation are more complex in practice and shape how professionals interact with machines. Raisch and Krakowski (2021) discovered that these two models are interrelated, where organisations need to shift between automation and augmentation and understand how to deal with the tensions between them. This highlights the dynamic nature of human-AI interaction and how professionals can alternate their interaction with technology based on changing conditions. Moreover, a recent study discovered "engaged" and "unengaged" forms of interaction (Lebovitz et al., 2022). When the professionals were uncertain about the reasoning behind the AI's result, they experienced unengaged augmentation (Lebovitz et al., 2022). As a result, they either fully accepted or ignored the AI's output. Engaged augmentation instead occurred when the professionals were willing to understand AI's reasoning and integrate it with their knowledge claims, which required reflection of their initial judgement (Lebovitz et al., 2022). Ultimately, they had to decide whether to overrule, agree with or synthesise the AI's input with their expertise (Lebovitz et al., 2022). The

insights from this study reveal that humans interact with AI in various ways, which may depend on their knowledge in the field of technology and how it compares to their field of expertise.

Generative AI forms new collaborations between humans and machines, which have been discussed by Zhang and Gosline (2023). The authors identified that humans and AI can work independently or in conjunction through augmented AI or augmented humans. Augmented AI and augmented humans are ways to combine human input with AI-generated output (Zhang & Gosline, 2023). In augmented AI, AI makes the final decision with human input as a reference, while in augmented humans, humans make the final decision with AI input as a reference (Zhang & Gosline, 2023). The study found that content created by generative AI alone and augmented AI was perceived as higher quality than content produced by augmented human or human experts alone, emphasising generative AI's potential in professional work (Zhang & Gosline, 2023). However, Fui-Hoon Nah et al. (2023) discuss that humans and generative AI should engage in collaboration with humans at the centre and generative AI function as assistance, enabling addressing challenges while seizing opportunities with generative AI technology. These studies underscore the importance of exploring the interaction between professionals and generative AI, as these authors propose different ways humans should interact with it.

Other scholars have indicated reasons why professionals decide to accept or ignore interacting with AI technology and what factors can influence this decision. Existing literature has reported that when humans feel threatened by technology, encountering complex judgments from it that contradict their own, it can lead to humans rejecting interaction with it (Elkins et al., 2013). However, Wang et al. (2022) instead present a paradox in how fear could lead to motivation to engage in learning with AI. Moreover, Constantinides et al. (2024) highlight that humans' willingness to interact with an AI system was based on their perception of the outcome of collaboration between themselves and the AI rather than the actual result of the collaboration.

The company or management can also influence how professionals interact with AI. Kellogg et al. (2020) discovered that algorithms are a way for managers to control their employees by extending their possibilities to evaluate and direct workers. With this, the authors discovered the term algoactivism, which is when employees emerge in individual and collective resistance towards managers (Kellogg et al. 2020). Glaser et al. (2021) also discuss how organisations can influence

the engagement between algorithms and people. The authors suggest that encoding openness and principles of democracy in the algorithms in the design stage can shape how users interact or alter an algorithmic system (Glaser et al., 2021). These studies indicated that the individual's perception of technology, such as feeling afraid or threatened, can impact their decision to integrate with it. Furthermore, the organisation and management can shape an individual's interaction with AI technology.

2.2.2 Shifting Professional Roles with AI

Next to literature that has focused on different forms of collaboration that arise with AI in professional work, another stream of literature has focused on how AI is shifting professional roles. The growing integration and influence of digital technologies significantly impact professionals' work tasks and processes, which can either empower or threaten individuals (Strich et al., 2021).

Previous studies have discovered different ways professionals face changes in how they view their professional role due to AI. Strich et al. (2021) present research on how professionals' sense of who they are and what they do change when implementing AI systems. The authors found that those who had been with the company before the AI implementation perceived it as a threat to their established professional roles, while those who joined afterwards viewed it as empowering (Strich et al., 2021). The introduction of AI systems enabled individuals from lower positions with less experience to ascend, thereby challenging the traditional notions of professional prestige based on extensive education and experience (Strich et al., 2021). Moreover, Vaast and Pinsonneault (2021) propose that digital technology changes what professionals do, who they are and the longevity of their occupations. With this, there are two tensions professionals need to navigate. Firstly, there is tension between the similarity and distinctiveness of their occupation compared to other occupations, and secondly, the influence of digital technologies on the persistence or potential obsoletion of their occupation (Vaast & Pinsonneault, 2021). Furthermore, the authors argue that constant adjustment and redefinition of the professional’s role is essential, as individuals must continually adapt to changes in what they do and who they are (Vaast & Pinsonneault, 2021).

Several scholars have investigated how AI technology will change the focus of professional tasks. Verganti et al. (2020) emphasise that with AI tools increasingly taking over the creative part of problem-solving, the role of human designers will focus more on integrative sensemaking, which is identifying and understanding the problems that should or could be solved. Daugherty and Wilson (2018) highlight that AI can allow humans to focus on more fulfilling and creative tasks, shifting away from monotonous and repetitive tasks. The change in tasks also challenges professionals' roles, as AI automation may limit their ability to apply personal competence and expertise to tasks (Strich et al., 2021). Generative AI's advanced abilities to generate personalised and realistic content move the frontier closer to taking over professionals' tasks (Banh, 2023). However, the literature on how the professional role might take shape with this technology is still unexplored.

With generative AI challenging existing roles of professionals, necessary knowledge within occupations might change. Korzynski et al. (2023) argue that users of generative AI should be educated and trained in prompt engineering to become proficient. Walter (2024) further emphasises the importance of developing knowledge within critical thinking. Furthermore, for AI and workers to coexist, technical, human, and conceptual skills are required (Zirar et al., 2023). Zirar et al. (2023) discuss that AI will make workers lose some specific skills but also gain critical skills. Additionally, the authors propose workers to continuously develop new skills that are challenging for AI to perform (Zirar et al., 2023). This relationship of AI gaining new skills, and workers reskilling and developing their learning as a response will continue to evolve (Zirar et al., 2023).

The previous literature on AI in professional work suggests different ways professionals interact with AI, what factors shape decisions to interact, and how the professional role, in terms of tasks, processes and knowledge, is shifting due to interaction. However, these areas within the literature need to be revised with new research on generative AI, especially within creative industries where generative AI can transform existing ways of working.

2.3 Generative AI in Marketing

Generative AI, with its significant tools, is useful for content creation, which is why the technology is particularly valuable for those industries that are highly integrated with content creation (Fui-Hoon Nah et al., 2023), especially beneficial in the field of content marketing (Wahid et al., 2023). Previously, scholars have presented research on consumers' thoughts about organisations using the technology. When asked about their comfort with the use of generative AI within businesses, around 65% were comfortable with it within marketing. This high percentage is advantageous for excelling and integrating generative AI into the marketing area faster (Bant et al., 2023). Furthermore, Mondal et al. (2023) suggest that the application of generative AI tools in the marketing industry has the potential to revolutionise the industry.

Researchers have considered the various benefits of generative AI within marketing. Early adopting marketers of generative AI tools are already experiencing the benefits of using the tools (Britt, 2023). Integrating generative AI tools into marketing operations yields substantial benefits, where the tools facilitate the generation of creative content at a larger scale, significantly increasing efficiency and reducing generation time (Britt, 2023). Additionally, the tools assist both in idea generation and content development processes while enhancing human intuition by complementing ideas with additional elements (Britt, 2023; Wahid et al., 2023).

Previous research has explored potential use areas for generative AI tools within marketing operations. A study conducted among marketers and advertisers in decision-making positions emphasised that 56% of the participants used generative AI within their marketing operations and argued for increased productivity among marketing professionals (Britt, 2023). In addition to productivity, 40% are also experimenting with leveraging technology for automating routine tasks, decreasing repetitive and often tedious tasks (Britt, 2023). Automating tasks is, however, not the primary concern for organisations seeking to leverage generative AI for their business growth (Dencik et al., 2023). Enhancing quality and expanding capabilities stand as primary drivers for incorporating generative AI into an organisation’s operations, followed by factors related to revenue growth (Dencik et al., 2023). Research has further shown how marketing professionals are beginning to use generative AI tools. Marketers and advertisers have, at an increasing level,

begun leveraging different generative AI tools to improve, for instance, marketing communication campaigns (Baek, 2023). Marketers can use various generative AI tools to generate ideas for project processes and work with the tools iteratively until they have generated optimal content (Wahid et al., 2023). To illustrate, the marketer can ask ChatGPT for suggestions on how a story can be written by providing a prompt on what the marketer wants, and then the marketer can use DALL-E to generate visual image content, and the content provided can be refined through iterative processes (Wahid et al., 2023).

Despite generative AI's perceived benefits for content marketing, scholars have been arguing how risks, such as its potential to generate biased output, can create harmful implications for the marketer's professional role (De Bruyn et al., 2020). Recent studies also present challenges concerning intellectual property, content quality and validation (Dwivedi et al., 2023). Banh and Strobel (2023) further stress that due to generative AI's imperfections in its generated content, there is a need for vital improvement before depending on the tool for unsupervised content generation in, for instance, advertisement creation.

Although the implications of generative AI for marketing professionals within different contexts remain uncertain, it is foreseen that generative AI tools will transform the various forms of knowledge and creative work (De Cremer et al., 2023). This underscores the importance of investigating the implications of generative AI technology for marketing professionals.

2.4 Research Gap

The content of this literature review is gathered to clearly present a research gap. Due to generative AI technology being in its early stages and advancing quickly, there is limited research examining its potential applications in different professional contexts. Additionally, while there is considerable research on human-machine interaction, there is a gap in the literature that examines this concept in the context of generative AI technology. There is also previous literature investigating how AI technology shapes professional roles. However, as far as the authors are aware, this literature has yet to delve into the implications of generative AI on professional roles, particularly in creative domains, where it is anticipated to transform established ways of working previously considered beyond the scope of technology. Therefore, the study argues that research in the creative marketing field will contribute to the gap of its implications for professional roles. Subsequently, a research gap was identified at the intersection of generative AI technology, human-machine interaction, and professional roles, focusing on the creative domain of marketers (Figure 1).

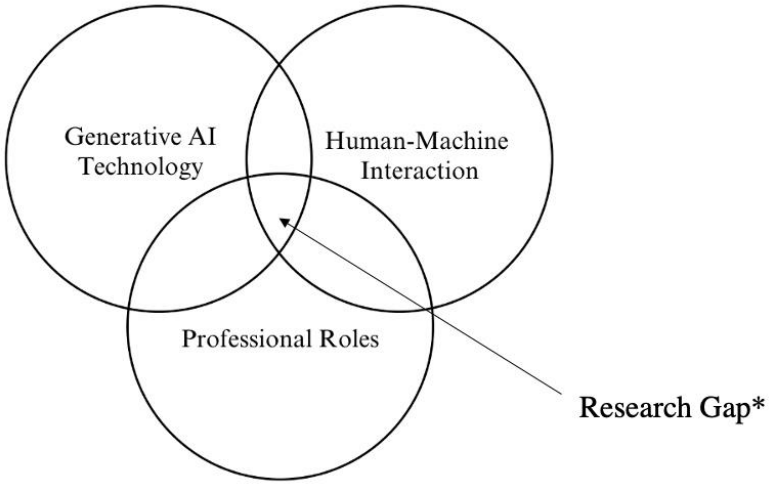

Figure 1: Illustrated Research Gap

3. Methodology

The following section will discuss the chosen method of work processes to conduct the study. First, the research approach will be explained (3.1), including the methodological approach and research design. Then, the study's data collection will be discussed (3.2), including the pilot study, main study and data analysis. To conclude the section, the study's quality and trustworthiness will be evaluated (3.3).

3.1 Research Approach

3.1.1 Methodological Approach

This study explores professionals' interaction with technology, as established in the research question. A qualitative study was conducted to explore this interaction and ensure optimal methodological fit. The study uses a qualitative approach for various reasons. Firstly, qualitative research is specifically beneficial for ambiguous research, which nascent research areas are, and as the research in exploring the interaction between marketers and generative AI technology is yet an unexplored area, a qualitative approach was chosen (Edmondson & McManus, 2007). Additionally, the study included exploring professionals' encounters with technology, individual interpretations and emotions, and areas where quantitative measures would be insufficient in their ability to capture (Bell et al., 2019; Daft, 1983). The openness the authors aim to maintain in the study towards respondents' individual experiences and to make nuanced observations contrasts with quantitative research, where data is collected to be categorically organised (Bell et al., 2019).

3.1.2 Research Design

From the initial start, the authors held an open mind when discovering data. Early in the research process, the researchers adopted an abductive approach, combining an inductive and deductive approach (Andersen, 1998). This allowed the authors to go back and forth between the data collected and interesting theories and literature debates to explore observations and to apprehend aspects that affect specific concepts (Bell et al., 2019). Not being comprehensively familiar with existing literature debates within the focus area served as a protective measure against potential confirmation bias (Gioia, 2013). By conducting data and looking into interesting theories and debates, the authors were able to explore how emerging patterns from interviews aligned with the literature. This approach not only facilitated the selection of current research debates or theories for inclusion in the study's theoretical foundation but also allowed the authors to earlier on involve insights generated from interviews and explore interesting emerging patterns (Charmaz, 2009). The abductive approach was selected to encounter previous theories to explore what can and cannot be explained by these (Bell et al., 2019). Generative AI being a new phenomenon, there are limited theories on this technology. Nevertheless, it is of interest to explore and challenge the study's empirical observations with existing theoretical technology concepts. The iteration between empirical data and existing concepts created a realisation of how previous theories within broader technologies could not fully explain the study's empirical observations. This created a need in searching recent literature to challenge nascent research within the subject of generative AI. As themes emerged during the interview process, existing literature debates within the focus area were considered parallel to data analysis to grasp empirical data collection (Flick, 2015; Taylor, 2002). Continuous iteration between the empirical data collection and literature debates led to the development of this study's conceptual framework. The abductive research design enabled the authors to arrive at the final conceptual framework, making adjustments as empirical observations emerged and literature insights were found.

The study is based on the social constructionist perspective, which is grounded under the ontological premise that the world emerges as a product of social interaction among actors (Bell et al., 2019). Given the aim to grasp professional marketers' perceptions and integration of generative AI in their work, the epistemological method of this study, meaning the chosen way to acquire knowledge about their reality, had an interpretive approach to how marketers experience

the interaction (Bell et al., 2019). Taking more of an interpretive approach allows the authors to assume that reality is shaped by people's actions and their environment rather than natural sciences (Bell et al., 2019). This chosen method enables the authors to explore and answer the research question of how the individual marketer and generative AI interact in their professional roles regarding individual contextual factors. The authors acknowledge that the interviewees may perceive their realities differently from how the authors, as researchers, may observe them (Schwartz-Shea & Yanow, 2020), which is important to consider when interpreting others' reality.

3.2 Data Collection

3.2.1 Pilot Study

In preparing for the main study, a pilot study was conducted to initiate the exploration of qualitative data collection and provide direction for the following phases of research (Makri & Neely, 2021). The pilot study consisted of three interviews with professional marketers (see Appendix 1), and the choice of doing a pilot study had a multifaceted objective in mind.

The pilot interviews were conducted to evaluate the effectiveness of the interview guide in addressing the study's research question (Bell et al., 2019). The pilot interviews were conducted after the initial interview guide design was completed to evaluate its structure and identify potential concerns such as unclear questions, lack of depth, or constraints on breadth or specificity. The pilot interviews further tested the sample of respondents to ensure that the chosen scope was sufficient to generate valuable insights. The pilot sample consisted of professional marketers engaging in marketing activities with a more operative focus, carefully chosen to closely resemble the believed target group, aiming to enrich the study's quality (Malmqvist, 2019).

The findings made the authors realise the need to refine the interview guide and review interviewee sample criteria. As some questions in the interview guide were re-asked during interviews, it prompted refinement to mitigate potential confusion and provide clarity (Bell et al., 2019). The initial interview questions needed to be revised to elicit more profound personal reflections and experiences, recognising that respondents might feel constrained in their ability to provide broad and unrestricted answers. The authors made adjustments to ensure that questions effectively

captured personal perspectives and that final data collection reached the desired standard (Saunders et al., 2009).

Additionally, the pilot study revealed that the selection criteria for interviewees needed to be broadened to allow for deeper analysis and the emergence of new patterns. The revisions included selecting marketing professionals from differing company structures and industries, with an emphasis on including those with a technology focus. This adjustment aimed to enable greater differentiation and diversity of perspectives on the use of AI technologies.

3.2.2 Main Study

3.2.2.1 Interview Sample and Selection

Following the preparatory work in the pilot study, the authors sought to gain a more comprehensive perspective on the empirical data for the main study by interviewing people from a broader range of organisations in differing operating industries and company sizes. When deciding upon respondents for the exploratory research, the authors used priori purposive sampling, acknowledged as the prevailing method in qualitative research (Bell et al., 2019). The method involves selecting interviewees based on criteria that correspond to the research objectives, which in priori purposive sampling is determined during the initial stages of the research process to obtain interesting data (Bell et al., 2019). Respondents were chosen to study the interaction between professional marketers and generative and answer this study's research question.

The criteria used in selecting participants for the interview sample were formed to be able to study how generative AI and marketers interact within professional work and to elicit interesting perspectives and factors affecting this, thus the criteria included: i) individuals with a current profession in marketing, with either more operational or strategic focus, in the position of more responsibility for instance over a marketing team or rather part of everyday tasks; ii) individuals who have either used and experimented with generative AI or reflected upon the use of the technology in their professional role. This criterion was ensured through initial contact on LinkedIn, asking potential interview candidates about their level of technology awareness, and iii) individuals currently employed and based in Sweden. Restricting the study to Sweden was done

to allow for more comparable results with similar technology capabilities within a country's borders.

The number of interviewees was not determined before the interview process but continued being scheduled sequentially. The interviews were intended to get broad perspectives and insights about generative AI from a wide range of marketing professionals, and theoretical saturation guided the number of interviews to be conducted (Bell et al., 2019). This meant that interviews were conducted until it was believed no further new insights were emerging (Strauss & Corbin, 1998). When no new dimensions were believed to be found within the research's focus area, it indicated saturation and believed sufficiency of gathered empirical data (Bell et al., 2019). Due to a varied selection of interviewee respondents, the initial interviews contributed with unique, nuanced and interesting perspectives to this study. When the interview process reached around 18 interviews, new themes emerging were slightly stagnated, where similar patterns were shown. Interviews continued to be scheduled to ensure interesting insights could be covered, and five more interviews were conducted after the realisation of stagnating new insights. In total, 23 interviews with different marketing professionals were held for this research study. The total interviewee sample is disclosed in Appendix 2. Participants were recruited through LinkedIn, using keywords such as "marketing", "content creator", "artificial intelligence", and "generative AI" to identify potential candidates to contact. Initial contact included introduction of the authors, explaining the study's focus, and asking questions regarding the individual's awareness of generative AI and existing interaction with the technology in their professional role.

3.2.2.2 Semi-Structured Interviews

The interviews were conducted using a semi-structured approach, where open-ended questions laid the foundations aiming to capture diverse perspectives, particularly within generative AI in marketing (Bell et al., 2019; Daft, 1983). The interview duration varied between 30 and 50 minutes, depending on the respondents' thoroughness in their answers, domain knowledgeability, and interviewee time constraints. To ensure that participants could evaluate their ability to participate, the authors informed them about the interview duration before the meeting. While the interviews followed a main structure, follow-up questions were asked to better understand emerging interesting patterns (Bell et al., 2019; Daft, 1983). To maintain objectivity during the

interview process, the authors worked collaboratively to ask questions and take notes (Mills et al., 2010).

The final interview guide was structured into four sections, creating a clear structure covering the desired areas to explore. The sections were a) traditional work activities before the use of generative AI tools, b) changes in work tasks due to generative AI, c) the interviewee's perception of generative AI technologies, and d) the respondent's interaction with generative AI technologies (see Appendix 3). These sections aimed to understand the professional marketer's tasks today, the marketer's perception of technology, its impact on marketing professionals, their future beliefs on technology's integration with their role, and collaboration between professionals and technology. The questions in the survey became more detailed as the sections progressed. This approach helped the authors establish a comfortable environment for the respondents before delving into more challenging questions. To ensure the collected data was authentic and ensure clarification, questions were focused on the respondents' recent encounters with generative AI (Weiss, 1995).

At the end of the interview, the respondents were asked if they had anything to add or felt that some areas were not covered. This allowed them to share their insights and open up to potential areas that still needed to be observed (McGrath et al., 2019). Some respondents added valuable insights that contributed to gaining more information. During the interviews, minor changes were made to the interview questions to ensure that they were valuable for the outcome's quality and aligned with the research study (Eisenhardt, 1989).

Most interviews were conducted online, through Microsoft Teams, except for two physical interviews. Different geographical Swedish locations were considered for choosing to do most interviews online, enabling greater flexibility in scheduling interviews. Despite the online format potentially causing difficulties in reading body language and non-verbal cues (Bell et al., 2019), it has been proposed that in-person interviews only offer a marginal improvement compared to video interviews (Irani, 2019). This ensured that the study's objectives could still be achieved using online interview settings. Interviews were recorded through sound to ensure all information was remembered (Bell et al., 2019).

The study involved Swedish residents who were native speakers, and the interviews were conducted in Swedish to ensure comfort and thorough answers. To avoid miscommunication, the authors argued for the use of native language despite potential translation challenges (Felderman & Hielb, 2020). Interviewees were assured anonymity prior to participation due to the sensitivity of acknowledging the use of generative AI and exposing company-specific details. Information about company industry and size was disclosed to showcase potential research findings. Candidates further filled out a consent form before the interview (Appendix 4), to get approval for the exposed information and audio recording. A consent form was purposeful to ensure candidates that all transcripts and interviewee information were treated confidentially by ethical standards (Bell et al., 2019).

3.2.3 Data Analysis

The data analysis process began when the authors reviewed the notes and transcriptions of the interviews in connection with them being conducted, already commenting on more minor interesting and analytical reflections (Tracy, 2013). The more focused data analysis stage started with the authors reviewing all conducted interviews independently, correcting potential mistakes in the transcribing. After that, the coding of interviews began, involving both first-order codes and second-order concepts, highlighting interesting insights to systemise and label data through a computer-aided approach (Tracy, 2013). The computer-aided coding process was done through Atlas.ti, where the authors highlighted parts of respondents' interviews, assigned the highlighted sections a code, and described the meaning of the code. The authors individually coded the interviews before discussing the codes jointly, reaching a mutual understanding of existing codes, emerging themes and agreement upon a first-order construct of codes (Bell et al., 2019). The authors delved into similarities and differences in interview findings to identify first-order codes. Thus, this entails examining the underlying meaning structure (Gioia et al., 2013) and unravelling implicit messages to perceive the genuine intentions of the participants. These first-order codes focus more on what was found in the data, presented through descriptive words used in codes (Tracy, 2013). After that, second-order concepts were developed. Due to the study's abductive approach, the authors iterated between interesting debates within the research focus area and first-order codes to identify more profound, interesting concepts (Gioia et al., 2013). The second-order

concepts showcased indications for differences and similarities in how professional marketers interacted with generative AI. Lastly, the authors arrived with five aggregate dimensions which categorised emerging themes. These five dimensions are, Individual's Perceptions of Generative AI technology, Marketer's Professional Knowledge, Organisational Influence, Marketers and Generative AI Tools Collaboration, and Outcomes of Collaboration with Generative AI. Figure 2 illustrates an example of the study's data analysis, and the whole data analysis can be seen in Appendix 5.

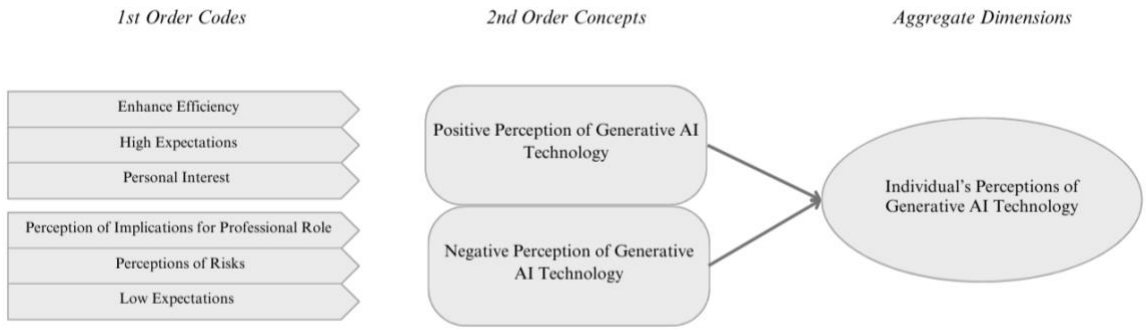

Figure 2: Example of Data Analysis Structure

3.3 Quality and Trustworthiness

Reliability and validity are two measurements developed to assess the quality of research. However, these criteria are closely tied to measurability and intertwined with the assumption of a single objective reality, making them more suitable for quantitative research (Bell et al., 2019). Therefore, the quality of this research is evaluated based on the four criteria of trustworthiness, *credibility*, *transferability*, *dependability*, and *confirmability*, as these are more suitable for a qualitative study (Lincoln & Guba, 1985).

Firstly, credibility refers to how well the analysis and interpretations represent the data (Lincoln & Guba, 1985). The authors ensured member validation by sharing the findings with the individual participants, confirming that they were accurate and consistent with their experiences (Bell et al., 2019). Furthermore, both researchers provided their input during the data collection and

interpretation. Follow-up information was also obtained from interviewees for clarifications or additional insights.

The second criteria, transferability, refers to how findings can be applied in contexts beyond the study's focus area (Lincoln & Guba, 1985). The authors of a study on generative AI and marketer interaction acknowledge that the rapidly changing technology landscape and industry differences limit the transferability of their findings. However, they provide thick descriptions of the phenomenon and context being studied, allowing readers to make their own judgments about the transferability of the findings (Lincoln & Guba, 1985; Bell et al., 2019).

Dependability is the third criteria, ensuring that the research process is methodical, well-recorded, and can be traced back (Lincoln & Guba, 1985). This chapter provides a comprehensive overview of the research methodology, including appendices for future reference, to ensure reliability. The data obtained from interviews was recorded and transcribed, and both authors analysed it. Furthermore, the author's supervisor provided an external perspective on the data analysis and coding.

Lastly, confirmability refers to the extent to which interpretations come from participants and the phenomenon rather than research biases (Lincoln & Guba, 1985). To ensure confirmability, both researchers attended all interviews and alternated between conducting the interviews and taking notes. The authors further individually coded the data before discussing and interpreting it together to eliminate subjectivity or potential biases.

4. Results

This chapter presents the results from the interviews conducted during this research. Considering the chosen methodology, the empirical findings will follow the structure of this study's five aggregate dimensions: Individual's Perception of Generative AI technology (4.1), Marketer's Professional Knowledge (4.2), Organisational Influence (4.3), Marketers and Generative AI tools Collaboration (4.4), and Outcomes of Collaboration with Generative AI (4.5). These sections are further structured based on the second-order constructs within each dimension. The chapter concludes with a summary of the presented results (4.6).

4.1 Individual's Perceptions of Generative AI Technology

The professional marketers interviewed expressed different perceptions regarding generative AI technology. Two types of perceptions of generative AI were identified: those who were positive and those who were negative.

4.1.1 Positive Perception of Generative AI Technology

From the interviews, it was observed that most marketing professionals held a positive attitude towards generative AI technology. Various reasons for their positive perception were provided, and three key arguments were used to explain it. First, the technology's ability to enhance efficiency was one reason expressed by several marketers behind the excitement.

"But above all, there are great benefits [with generative AI tools] in terms of efficiency." - 14

Moreover, regarding efficiency, several respondents emphasised that using generative AI tools can decrease time spent on tedious tasks, letting professionals focus on what they perceive as more fun tasks in their work.

"If 50% of what you do that you think is quite boring, then it is perfect that an AI robot can do it and if it is 50% you like to do that perhaps adds more value to yourself, you can focus on those tasks. Teams should be able to focus more on what they really like to do and that AI can do the rest." - 17

Secondly, some marketers expressed their positive perceptions stemming from high expectations of the tools, expecting them to perform better than themselves. If this were not the case, they would not use them as it would be more time-consuming.

"I expect them to be at least as good as if I had done it or better. Otherwise, there is no purpose, it just takes more time. If I give a task to AI and then I get back something that is not good enough, then I need to spend more time on it than I might have done it myself." - 20

Thirdly, several respondents expressed a positive perception that stemmed from personal interest in generative AI, where they were excited about the developments within it. These participants were enthusiastic about exploring new technology, gaining knowledge about the generative AI tools, and embracing its opportunities as it enabled them to achieve more in their roles.

"Right now I think it's great fun. It's really a big interest of mine. If there is any subject you can talk about for several hours, this is one of mine. I find it so incredibly interesting and also impactful. There are so many different aspects." - 18

4.1.2. Negative Perception of Generative AI Technology

Some respondents were more negative about generative AI's integration into their marketing roles. Different feelings were emphasised regarding negative perception, and specifically, three key themes arose during interviews. To begin with, marketers expressed a negative perception regarding fear of the technology's future impact on their professional roles, potentially facing the consequence of job loss.

"Will we all lose our jobs now? How long will it take to be considered less valuable than a chatbot?" - 11

Many professionals emphasised similar thoughts, reflecting on whether they would be needed in the future. An additional negative perception regarding the impact on job roles was worrying about generative AI tools' potential to diminish the creative processes of their tasks.

"But I'm a bit worried that it will take away the creative aspect of jobs like mine. Because it's the creative part that's fun in my opinion. It's a bit scary if it starts taking over all that. For example, all the outreach, all the editing and all the idea generation. I'd like to see it support rather than replace my job." - 11

Respondents emphasising similar insights saw the creative process as a source of pride and the potential of losing this essential aspect of their work if integrating generative AI technology caused negative concerns.

Secondly, several participants expressed negative perceptions regarding their apprehensions of the potential risks associated with the technology. Most concerns revolved around the technology's potential to expose sensitive company information, questioning the safety of using the tools. The fear of such data misuse was emphasised, causing reluctance to use and share information with the tools.

"Yes, but I think that in companies, it is very much about fear of losing valuable information or exposing themselves to competitors." - 20

Lastly, some marketers had negative perceptions in terms of low expectations of generative AI where they believed the technology could provide inaccurate or exaggerated information.

"When I did my survey and my research [about generative AI within the company and what employees think about it], I found that what people are most afraid of is that AI will provide inaccurate information. And I can probably be prepared to agree with that." - 18

However, the emphasis on negative perceptions of technology did motivate some respondents to learn and interact with the tools. Given the technology's potential for future development and its ability to change current professional marketers' ways of working, these respondents believed it was necessary to understand the technology as they otherwise expressed the risk of becoming obsolete.

"Well, that's what many marketers are very worried about, that we won't be needed. So that's why I feel some kind of stress that I have to learn this. Because it could be that the role really changes in the future." - 22

Summarising, the technology elicits both enthusiasm and concerns about its potential impact among marketers. Interviews have shown how different perceptions of the technology influence marketers' interactions with it. Positive perception is seen to motivate marketers to explore generative AI tools. Negative perception has, contrastingly, been shown to cause resistance in interacting with the tools, but in some situations, it has served as a catalyst for learning how to use the technology, ensuring that marketers are part of its development.

4.2 Marketer's Professional Knowledge

During the interviews, the participants pointed out various ways in which generative AI technology might transform necessary knowledge for professional marketers. Knowledge within two key themes emerged as crucial when interacting with technology, constituting technology-related knowledge and core marketing competencies.

4.2.1 Technology-Related Knowledge

Respondents emphasised specific knowledge regarding enhancing their ability to collaborate with technology and reach desired results. This is related to knowledge that could improve marketers' abilities using generative AI tools, including knowledge of generative AI understanding and prompt engineering.

Firstly, some marketers emphasised the importance of possessing generative AI understanding to understand how the technology functions. These respondents stressed how the technology's rapid advancements make understanding it crucial, as failing to do so could lead to significant challenges or the potential loss of one's job to people proficient in utilising these tools.

"I think it's great that it exists. What I realise is that I have to be on top of it. Suddenly, I'm sitting somewhere where people may be more liberal with how they use AI. Then it's best for you that you actually know how to use it."- 4

Additionally, a vast majority of marketers emphasised how the use of generative AI demands progress in prompt engineering.

"Well, I mean, generally speaking, we need to get better at, or at least I think, you can be better at, prompt engineering, so how should I talk to an AI so that it understands what kind of task it should perform." - 5

"And everything really comes back to this core understanding of how to write a prompt and how I interact with the machines." - 9

This knowledge regards the ability to articulate prompts to generative AI tools clearly, enhance the technology's capability of creating content in line with what the marketer is asking, and collaborate with the tools efficiently.

4.2.2 Core Marketing Competencies

The second theme is related to the knowledge the individual marketer should possess in their role. This knowledge extends beyond specific technology-related knowledge and is considered valuable in collaboration with technology for marketing practices. These factors were basic marketing knowledge and critical thinking and were emphasised as important to possess for marketers in their role already prior to the introduction of generative AI.

Some marketers highlighted the significance of still possessing basic marketing knowledge when utilising generative AI tools in marketing-related projects. The knowledge was emphasised as essential for enhanced effective communication with the tools, for conveying the purpose of tasks in prompts and for grasping whether the generated content aligns with desired marketing requirements.

"How should you instruct and deliver what you want? It is clear that some kind of understanding of marketing practices is required anyway. If you ask AI to write a press release, you still need some kind of knowledge about it." - 10

Moreover, many marketers highlighted the importance of developing critical thinking, as one should be careful with fully trusting the tools and using generated content without reviewing it.

This was notably discussed in the context of utilising technology for generating texts, including facts, stressing the importance of tracing back to sources to validate information and reflect upon where the technology has received its information.

"A lot of it is that you have to be critical and careful to review the content that AI has produced before making it your own." - 3

To conclude this section, marketers deemed the two knowledge themes, technology-related knowledge and core marketing competencies, to be critical. While the professionals highlighted technology-related knowledge becoming essential for marketers with the integration of generative AI technology, core marketing competencies are necessary for marketers, however, emphasised as significant when collaborating with technology.

4.3 Organisational Influence

4.3.1 Organisational Preparation & Support

The interviews revealed that organisations were at different stages of implementing generative AI tools and preparing marketers for the potential transition to integrate the technology. The respondents' organisations were either more supportive and agile in integrating the technology or more hesitant and inertial. The marketers from the more AI-supportive organisations emphasised four primary initiatives that contributed to enhancing technology integration: organising lectures, establishing task-force teams, exchanging knowledge of generative AI within the organisation, and offering accounts to generative AI applications.

Firstly, organising lectures was expressed by some respondents to be an initiative where internal lectures within generative AI were held to educate employees about the technology, its corresponding tools, its potential within marketing and how it could be used within the marketer's role.

"Then there are capability-building sessions internally that are very much about how you can use AI in a better way to make your work more efficient, for example. Like summarising meetings or like that, summarising emails or maybe helping you in business writing and so on." - 4

Secondly, some organisations opted to establish AI task force groups, consisting of employees interested in AI technology who are dedicated to experimenting with the technology and presenting relevant tools for the organisation to integrate.

"And we have a dedicated team that sat and explored it [generative AI], how we could implement it in different processes and when we felt that okay, but this, it feels quite powerful, we rolled it out through. And there we had many different workshops and a good basis for training the team."- 23

Thirdly, sharing knowledge within the organisation, using platforms such as Slack and Microsoft Teams to spread information about using the various tools and share the latest news of generative AI developments occurred at some companies.

"One of our Slack groups is focusing on AI, and everyone constantly writes about ongoing discoveries, problems, or tips. So there would be a fairly broad culture of how to be good at using this." - 15

The last and most common approach mentioned during the interviews to enhance technology interaction was providing premium accounts on generative AI applications such as ChatGPT4.

"We have received support from managers by getting a premium account, and they are encouraging by saying that this will make me become more efficient in, for instance, translating text." - 12

Marketers at these organisations highlighted this as a supportive approach, noting that it enhanced their technological development by encouraging tool usage. Several marketers in an AI-supportive organisation emphasised their company's efforts to embrace generative AI as a sign of forward-thinking awareness about its potential impact. Furthermore, a few marketers discussed how management's attitude towards generative AI influences their interaction with these tools, with some feeling encouraged to explore them more extensively in their work tasks.

"We have a CEO who is very much in love with AI so there has been a lot of focus on AI really since I started here. I can feel that many other marketing agencies may be a little afraid of AI. Maybe not now, but at least a while ago it was a bit like oh okay but will it really be good and so on. But our CEO was really like: make sure to use it as much as you can. Learn as much as you can because soon, this will be how we all work." - 8

In contrast to supportive organisations, some marketers professionals expressed that their organisation provided little preparation for the potential integration of generative AI tools. Moreover, several marketers feel that their organisation has been slow in adopting the technology and that management has not taken greater responsibility for introducing generative AI technology.

"I've probably missed the fact that there hasn't been a more comprehensive approach to it. It would have been good to have appointed someone in the organisation to drive the change." - 13

Organisations that do not take the initiative to incorporate generative AI into their business processes could impact the participants by decreasing their exploration of the technology. However, some respondents in these organisations who had a personal technology interest stressed taking action on their own, attending generative AI-related lectures, and exploring the technology independently.

"No, nothing. So it's nothing we have had. But I can imagine that many other companies have some lectures about it. However, I myself have taken the initiative and participated in some online seminars with LinkedIn lecturers. But it is more that I myself have taken the initiative than my employer. And I've still been a bit shocked that our IT department hasn't mentioned it." - 7

4.3.2 Company Size

According to some marketers, organisational size could affect the level of integration of generative AI technology in their company and other companies in the industry. Marketers expressed that larger organisations may be more hesitant to integrate the technology due to fear of the risks associated with sharing sensitive information.

"Then I know that many of my customers, especially larger companies, are a little cautious about which tools you trust, which companies can be trusted and especially about what you enter [the information], where it goes." - 20

In comparison to large corporations, some marketers emphasised how smaller companies and start-ups will be the first to implement these tools as these organisations are commonly more agile than bigger corporations. The opportunity for smaller organisations and start-ups to leverage AI technology swiftly was expressed to create great opportunities.

"It will be the small companies and start-ups that will be first." - 6

A few respondents discussed how generative AI technology provides opportunities for smaller organisations by narrowing the content production gap between large and small enterprises. This technology allows for cost-efficient production of large amounts of content, enabling organisations with limited resources to compete with larger ones, particularly within marketing.

"So I think that's probably the biggest thing. If you think about the past, organisations did big, big photo productions that cost millions of dollars, but the biggest thing now will be that what we will actually see that it will be AI-generated because it is so much more cost-effective and it saves a lot of time and expertise." - 23

The insights from the professionals in this section suggest that organisational support for using generative AI tools in marketing differs. Differences often depend on organisational size, where smaller, agile companies are more adaptive to new technologies. Additionally, management's initiatives and attitudes can encourage or hinder professionals from using and exploring generative AI. However, when some respondents lacked organisational support, they discovered the technology independently.

4.4 Marketers & Generative AI Tools Collaboration

This dimension delves into how marketers interact with generative AI technology. To begin with, different ways of collaboration and the role generative AI is seen to take on in these will be discussed. Subsequently, the role the human takes in these interactions will be explored.

4.4.1 Different Ways of Collaborating

This study discovered that while all participants had prior experience working with generative AI in their professional roles, some did not use the technology regularly. Moreover, it found that when interacting with the technology, the professionals highlighted three different ways of active collaboration that could be described through AI's role in the process. Additionally, a fourth identified interaction represented instances where professionals did not collaborate with the technology.

The first identified way of active collaboration was viewing the tools as *idea generators.* Here, the tools were expressed to be used in the initial stage of the creative process for idea generation, encompassing a foundation for marketing projects and being used as a way to move forward rapidly. The marketer can select from these generated ideas and further develop them independently.

"Sometimes you have a hard time coming up with ideas yourself, i.e. you don't know how to start the text and then you get started more quickly." - 1

These professionals emphasised how technology was seen as valuable when lacking creativity, feeling stuck in generating ideas, and wanting to increase efficiency in the project processes.

Secondly, other marketers suggested an active collaborative approach in which generative AI technology acted as the *main content creator*. After initiating the process by presenting the tools with initial briefs for the project's perceived path to prepare the tool, the professionals thereafter delegated the task of producing the desired main content. Final adjustments to the created content were made to ensure the material matched the project's desired context, purpose, and target audience.

"I still believe that the tip [the process for briefing the data about the project and making refinements in the end] will remain, but the bulk [main content production], the bulk production is huge, and that's where the big money is - the big costs, and that's where I think AI will come in and take over, I don't think it will take over the tip." - 6

The marketers using technology for main content production indicated that the tools are developed enough to create tasks beyond simple idea generation. One marketer expressed how project processes can be described as a two-sided arrow, where the tips are the parts of the project that the marketer would still do, including briefing the data with information and making final adjustments to generated content. The main content, constituting the major project activities, was then described as the bulk.

Thirdly, several marketers viewed the collaboration with generative AI tools as their *advisor* during the entire project process. These professionals discussed how generative AI was someone they could continuously exchange ideas and amplify thoughts with.

"My interaction is really working with those [generative AI tools] as advisors. Not that they are maybe so much the doer of the job, I am still the doer of the job and they [generative AI tools] are coaching me or advising me forward." - 17

While these respondents were responsible for creating content, they had a constant present advisor beside them, able to support them when questions or lack of creativity arose.

Fourthly, some marketers resisted generative AI tools due to their inclination towards executing tasks in specific ways and relying on their own abilities. This tendency could result in *non-collaboration*, especially among marketers working at unsupportive generative AI technology organisations.

"At our company, the attitude is still no but I don't need AI. I've always done this and it works great - that's the view of many of my colleagues." - 22

4.4.2 Human Involvement in the Collaboration

The different active collaborations expressed by the professionals further indicated the different roles humans take when collaborating with generative AI. The interviews discovered three leading roles in describing human involvement in the processes.

Firstly, most interviewees highlighted the importance of acting as a *validator* when collaborating with generative AI to control the information in the technology's generated content.

> *"Oh my God, yes, the latter [oversee generated content despite great technological advancements]. Absolutely do not let it be. I think it would be completely crazy. At least I think so. I probably have a very strong opinion on that." - 14*

> *"Would not trust it fully. I always want to double-check." - 10*

Even in a scenario where generative AI could potentially surpass human capabilities on its own through technological advancements in the future, this remained important for professionals.

The second role the marketer takes is acting as a *contextualiser*, adding the human touch to the technology's output as generative AI tools were expressed to lack human understanding and empathy. Some respondents exemplified that humans possess unique linguistic expressions, have forms of humour, and excel in perceiving underlying meanings and comprehending larger contexts, which the technology cannot fully replicate.

> *"I think it will act as a co-pilot for marketers. Because as I mentioned before, you can't replace humans. I recognise that AI does not have emotional intelligence or cultural nuances. It means we won't be able to let go." - 16*

This marketer expressed, similar to what most respondents emphasised, the need for human involvement despite continuous technological developments.

Thirdly, several marketers considered it important to act as *watchdogs* to ensure the generated content aligns with company values and standards before publication. In connection with this, some marketers stressed that they are responsible for themselves and for representing the organisation and its reputation.

"I would never just straight up take anything, any facts it gives me. At least not at work. There are so many other people that it also concerns, it is not only responsibility for myself." - 12

This section identified three different types of collaborations depending on marketers' trust in generative AI technology. Interrelated to the collaboration, the marketer was always present to some extent. These collaborations further resulted in varying generated outcomes.

4.5 Outcomes of Collaboration with Generative AI

Based on the interviews, three main areas were in focus when discussing the outcomes of producing content with generative AI tools: the quality of the content, risks associated with the tool's output, and implications for the professional marketer's role.

4.5.1 Quality of Generative AI's Content

A central theme from the interviews was the perceived quality of the output generated through collaboration. Within this dimension, some respondents expressed themselves as being negative towards the quality of generative AI-produced content, while others described themselves as more positive. A notable negative quality observation was marketers' expressed concern about the detectability of AI-generated output and the fear of consumers recognising its artificial origin.

"If you ask it to produce, for example, visual material, then I think it looks a bit too AI-generated. And if we were to use that, we would lose our authenticity." - 11

In addition to AI detectability, several marketers further emphasised that the tools' writing style appeared generic and lacked personalisation, thereby providing less authenticity. Marketers, therefore, highlighted the increased importance of being aware of these factors when using generative AI tools to distinguish one's generated content and establish a unique identity.

"Generative AI really gives me a lot of general content. So I think it will be more and more important in my role to have a very good understanding of the company you work for. Because otherwise it's quite easy to get lost in getting this general information or advice from it. And then I think we become quite homogeneous throughout the market." - 17

Contrasting these negative viewpoints, several marketers expressed that they are impressed by the quality of generative AI tool's output and stressed that they see how much potential generative AI has and how its quality is constantly improving.

"And it's like this with Sora's video generation. Which I think is absolutely crazy that we have gone from barely being able to produce an image a year ago to now being able to produce videos that are really good. So it's a bit scary to think five years ahead and see where we are." - 15

Additionally, one respondent emphasised the similarities in quality between human-generated content and content created in collaboration with humans and generative AI. This marketer had created several blog articles, of which 50% were written by humans and 50% collaboratively by the marketer and generative AI.

"And when we now follow up on results in terms of traffic and how they perform, I don't see any difference. Or even that some AI articles have actually delivered better on those parameters." - 10

This marketer saw no difference in terms of traffic and blog article readership, and in some situations, the generative AI and human-produced articles outperformed the posts made by the marketer alone.

4.5.2 Risks with Generative AI Tools Output

Many marketers have raised concerns about the risks associated with the output generated by various generative AI tools. One concern with generative AI tools, emphasised by several marketers, was the potential for biases in the content they generate. Some marketers noted instances where these tools, particularly in image generation, may make assumptions due to vague prompts. Thus, a significant challenge lies in ensuring the resulting images are free from societal biases.

"Here we see bias, right? Because I didn't say it would be a man, but all we get is a man. And we can intellectually explain why it looks that way because historically 90% of all forestry workers have been men. But that doesn't help us move forward and then we can either get pissed off or I take responsibility and realise that I can ask for a female forestry worker and I get a female forestry worker." - 9

Despite acknowledging the challenges of biases in AI-generated content, these respondents maintained optimism regarding the tools' improvements and highlighted the significance of marketers' responsibility in formulating prompts to foster unbiased content creation.

Secondly, many marketers raised concerns about the potential of generative AI tools to produce hallucinations, emphasising the importance of being mindful of this possibility.

"The longer you do a series of prompts, the greater the risk of hallucinations /../ It doesn't often happen to me that it starts hallucinating. But sometimes it creates completely bizarre things and then you just have to start again. But if you then have a completely unsupervised process, it can lead to great harm. But with a human being you always have to consider having control over it." - 21

Marketers noted that hallucinations tend to occur after a sequence of prompts. While these marketers risk encountering hallucinations when utilising generative AI, carefully controlling the output can be sufficient to prevent it.

Thirdly, numerous interviews addressed concerns regarding intellectual property and ownership of content generated by technology. The majority of interviewees emphasised the significance of resolving this challenge.

"But also just who owns the IP is probably the biggest thing and how much and how far can you go. And what is protected by you then? Who pays usage rights to? Who can, can they copy you because you don't own IP? How do you explain that in a possible legal dispute?" - 4

Given that a significant part of a marketer's role concerns being the owner of created content, questions have emerged regarding the ownership rights of content produced by generative AI technology.

4.5.3 Implications on the Professional Marketer's Role

After integrating generative AI technology into marketing practices, most respondents reflected on the implications for their professional roles and enhanced required knowledge due to it.

Three main perspectives emerged regarding implications for professional roles: a shift in task focus, increased decision-making responsibilities, and the emergence of new role types. To begin with, many respondents noted that rather than tasks changing completely, the focus of tasks shifted towards more strategic activities, moving away from purely operative tasks.

"So I think my role would probably go more and more towards the big picture and strategic thinking rather than production." - 15

The shift was attributed to generative AI tools efficiently managing tasks that marketers typically consider straightforward or low-value-added tasks that do not necessarily require high levels of soft skills or emotional intelligence. This transition allowed professionals to concentrate on more complex tasks where the technology was not performing as effectively.

Continuing, several participants noted and expressed that as generative AI advances, marketers will focus more on taking on greater decision-making responsibilities.

"I don't have to collect the data. I don't even have to do the analysis. I don't even have to make the recommendation. All that comes to me. But I need to make decisions. And I need to use my human intelligence and ability." - 16

Marketers with this viewpoint indicated that they would rather oversee technology-generated content and take on more responsibility in deciding whether AI-generated content should be used than directly involved in content creation.

Thirdly, some respondents described that since starting to collaborate with technology, their organisations have introduced new roles, such as AI designers.

"We are now looking for AI designers, people who can prompt or who can really handle these tools rather than an illustrator." - 23

These roles consisted of individuals dedicated to mastering the creative process using generative AI technology. Instead of employing traditional illustrators, people with technology skills were in demand. The roles could either consist of existing employees who adapted their expertise for technology integration or were newly hired for their proficiency in this field.

In addition to outcomes of collaboration impacting believed quality, risks and implications on professional roles, the vast majority of marketers emphasised that the outcome of collaboration created a realisation of the need to possess knowledge within the two themes previously presented. This in order to master collaboration with generative AI, ensuring the accuracy of generated outcomes. Prompt engineering was one technology-related knowledge emphasised by the majority of marketers to be essential, stemming from the realisation that whether the generated content was considered good or bad related to their own ability to prompt and communicate rather than the technology's capabilities.

"In the beginning when I tested it, I didn't get anything good at all. It's just that you might have to know how to tell this one that I want to get this particular thing out. Because once you know how to build your prompts, I think it's really great." - 8

Marketers highlighted diverse outcomes from technology collaboration, encompassing risks, quality, and implications for the role, influencing believed needed knowledge. Despite acknowledging the output's negative and positive aspects, their perception of future advancements shaped continued tool adoption. Marketers' emphasis was on acquiring crucial knowledge for ongoing tool exploration.

4.6 Summary of Empirical Findings

The results of the interviews reveal a nuanced understanding of marketers' interactions with generative AI technology. The interviews showed that different factors shape marketers' choice of technology interaction. While marketers exhibit varying attitudes toward technology's potential impact, ranging from excitement to concerns, these perceptions significantly influence their engagement with generative AI tools. Furthermore, the study identifies two critical knowledge themes which can shape marketers' ability to collaborate effectively with the tools. Additionally, organisational influence was also identified as crucial in shaping professionals' attitudes and behaviours towards generative AI. The level of support for technology exploration varies among organisations, often influenced by factors such as organisations' attitudes toward technology and the size of the organisation.

The results highlight the nature of interaction between marketers and generative AI. The empirical data presented three active types of collaboration, depending on how much responsibility they give to the technology. Some used it to generate ideas, some to create the main content of projects, and others for advice throughout project processes. Additionally, the study also found instances of non-collaboration. Interviews also identified three different roles for marketers' involvement in these collaborations. The diverse outcomes stemming from collaboration underscore the complexity of marketers' experiences with generative AI. Professionals navigate risks, quality considerations and evolving role implications, understood to shape their need for ongoing knowledge development and tool exploration. Despite marketers expressing positive and negative aspects of technology, most marketers emphasise the importance of acquiring essential knowledge for the continued utilisation of generative AI tools, thereby empowering themselves in collaboration.

5. Discussion

This discussion aims to answer the study's research question: How do marketers interact with generative AI within their professional role, and what factors shape this? (5.1). Continuing, the findings from the results will be analysed through the study's conceptual framework (5.2), followed by the study's theoretical implications (5.3), and practical implications (5.4). The chapter will conclude with presenting the study's methodological limitations (5.5), followed by suggested future research (5.6).

5.1 Answering the Research Question

The research question in this study examined how marketers interact with generative AI technology within their professional role and what factors can be seen to shape these. The findings of the study suggest that there are three primary ways in which professionals actively collaborate with generative AI. These have their foundation in what role the generative AI is given in this process: as an *idea generator,* as the *main content creator,* or as an *advisor*. A fourth type of interaction was also identified, suggesting lack of collaboration. The study also observed that when collaborations occur, human oversight is always present and there are three main roles humans take: as a *validator*, *contextualiser*, or *watchdog*. Further, three shaping factors were identified to influence the interaction between marketers and generative AI. These were individual's perception, marketer's professional knowledge, and organisational influence. The collaboration between professionals and generative AI is further seen to result in different outcomes. These outcomes depend on the results of the collaboration and marketers' thoughts of outcome in terms of quality, risks and implications for their professional role. The experienced outcomes of collaboration are seen to create a continuous loop of influence, impacting the three shaping factors which further is affecting how the interaction between generative AI and marketers is shaped.

These key findings are summarised in the study's conceptual framework, illustrated in Figure 3. The three parts constituting this framework are the three shaping factors, collaboration, and outcomes. The framework's cyclical nature is additionally outlined, showing how the components of the framework work together in a continuous loop. The next section will explain the framework's components and their relationship.

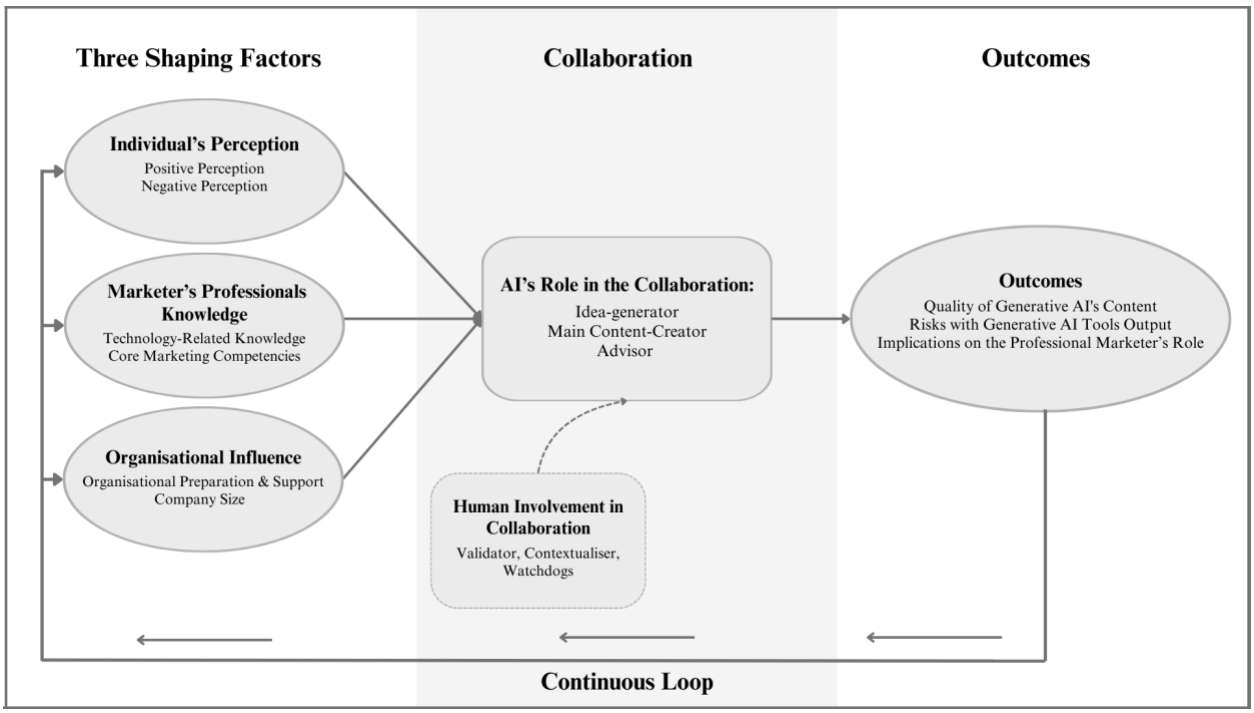

Figure 3: The Conceptual Framework of The Study

5.2 Conceptual Framework

This section will elaborate on each component of the framework and its relationship. To begin with, the three factors that shape how marketers and generative AI technology interact will be explored, followed by the observed collaboration between marketers and generative AI technology, continuing with the outcomes of collaboration and presenting the framework as a continuous loop.

5.2.1 Three Shaping Factors

As a starting point in the conceptual framework, the first part considers the three factors shaping how marketers and generative AI technology interact within their professional roles. The three factors seen to influence marketers' interaction with generative AI technology are the individual's perception of the technology, marketer's professional knowledge and organisational influence.

Firstly, the research findings indicate that individual perception of generative AI technology is crucial in shaping how marketers and generative AI interact, as it determines the type of

collaboration marketers choose to participate in with technology. Based on the analysis, this study identified two distinct types of perceptions, positive and negative. When professionals perceive generative AI technology positively, they tend to give technology more responsibility. Moreover, high expectations and personal interest in technology can influence marketing professionals to explore generative AI tools more extensively. However, unmet high expectations may contrastingly lead to rejection of the technology, prompting marketers to create content independently to save time.

Similarly, a negative perception influences marketers' interaction with generative AI. This viewpoint could stem from the fear of job implications and worrying about being replaced by those who understand technology, also recognised by prior studies (Bant et al., 2023; Britt, 2023). However, these risks cause stress among marketers to explore technology, which aligns with Wang et al. (2022) prior study revealing the paradox of when perceived fear of AI leads to motivation to learn about it. As marketers can view the creative aspect of their role as a source of pride, the fear of losing this aspect can lead to negative perceptions. These insights are similar to the study of Strich et al. (2021), who describe how individuals felt threatened by AI technology as it challenged their professional prestige. This study further shows that marketers would choose not to interact with technology because of their fear of exposing sensitive company data.

Secondly, the study found that marketer's professional knowledge shapes their interaction with generative AI. Enhancing technology-related knowledge of generative AI while also developing one's core marketing competencies creates better abilities in using technology, influencing increased collaboration. The study found that technology-related knowledge of prompt engineering can aid marketers in formulating better inputs, thereby enhancing their proficiency in communicating with generative AI, as highlighted by previous research (Korzynski et al., 2023). The findings also shed light on critical thinking, which is essential as a core marketing competency, ensuring factual relevance, a notion expressed by earlier studies (Walter, 2024). However, this study reveals essential nuances. Regarding technology-related knowledge, marketers must grasp the operational mechanism of generative AI technology and remain in line with its evolving landscape. This understanding is pivotal in fostering effective engagement and mitigating the potential displacement of employment opportunities by individuals with greater technological

adeptness. Additionally, basic marketing expertise is deemed essential as a core marketing competency to achieve outcomes in line with marketing project requirements. Depending on the marketer's professional knowledge, this affects their interaction with technology, thus determining how interaction is shaped.

Thirdly, the study revealed that organisational influence, in terms of the level of the organisation's technological support and positive technology attitude, is shaping the interaction between marketers and generative AI. Additionally, the size of the organisation also shows impact. Smaller organisations' ability to be more agile and adaptable to new technology creates environments where marketers are more encouraged to interact with tools. Previous studies have, to some extent, recognised that organisations and managers can influence professionals' interaction with technology (Kellogg et al., 2020; Glaser et al., 2021). However, this study shows important nuances of how organisations and management could promote interaction by providing different technology initiatives, such as encouraging learning through lectures and providing accounts for technology applications. This support could make professionals feel more empowered in their utilisation of technology. Conversely, organisations that do not actively integrate technology make marketers less inclined to engage with it, leading to non-collaboration. Despite the lack of organisational influence, marketers with a personal technology interest are prone to independently explore generative AI, recognising the importance of staying informed about technological advancements within their profession.

These three shaping factors influence the interaction between marketers and generative AI, and the more of these three, the more inclined the marketer will be to interact, which will be further explored in the next section.

5.2.2 Collaboration

This study shows four ways marketers and generative AI collaborate within marketing practices. Three of them are active collaborations, and the last is an instance of non-collaboration. Previous studies have identified different interactions between humans and AI within the debates on human-machine interaction, discussing the concepts of augmentation and automation (Raisch & Krakowski, 2021; Lebovitz et al., 2022). This study discovers nuances in collaboration between marketers and generative AI, adding to the augmentation debate. The active collaborations can be described through the role generative AI is given in the collaboration, as an idea generator, main content creator, or advisor. Generative AI as an idea generator can be recognised as valuable in the initial phase of project processes. Using technology as the main content creator could demonstrate marketers' greater trust and understanding towards technology, relying on it to create more extensive parts of projects. Collaboration with generative AI as an advisor can benefit those who prefer to maintain control of content creation while still receiving swift advice in project processes. However, non-collaboration occurs when marketers trust their abilities more, receive little support from organisations in utilising technology, or lack personal interest.

The level of responsibility given to generative AI by marketers in their collaboration is affected by how the marketers perceive the first part of the framework, the three shaping factors. To a greater extent, marketers with a positive perception, possessing both technology-related knowledge and core marketing competencies and receiving organisational support, can be more likely to let technology act as the main content creator and assume greater responsibility for the process. In contrast, marketers who had a negative perception of technology and lacked both technology-related knowledge and core marketing competencies and organisational support can be more likely to not collaborate.

While recognising the three active types of collaborations, the study also shows how marketers could take on the role of a validator, contextualiser or watchdog. These roles include humans wanting to control the generated content, add the human touch, or ensure that the outcome is aligned with organisational values. Similar to Zhang and Gosline (2023), who emphasise that generative AI should not replace humans or human oversight, this study shed light on the fact that

human oversight is essential in collaboration with technology and is present in the active collaborations identified in the study. The marketer's role is further not deemed to be intertwined with what role AI is given, but rather what control or contribution the marketer wants to make. What collaboration the marketer and generative AI engage in further leads to specific outcomes, constituting the framework's next part.

5.2.3 Outcomes

Collaboration between marketers and generative AI results in various outcomes of generated content that marketers view differently regarding quality, risks, and implications on the professional marketer's role. The study revealed that content created by generative AI could result in low quality, creating generic and non-personal content that customers can detect as being generated by generative AI. However, outcomes created in collaboration with generative AI can surpass individual marketers' produced content. The study also found occurring risks with generative AI-generated content in the form of hallucinations, biases and concerns regarding data ownership, similar to what prior studies have recognised (Banh & Strobel, 2023; Appel et al., 2023; Fui-Hoon et al., 2023; Dwivedi et al., 2023).

Collaboration between marketers and generative AI is also understood to have implications on the professional marketer's role, where the study found that collaboration with generative AI shifted the focus of marketers' tasks, created the emergence of new roles, and impacted marketers to take on greater decision-making responsibilities. These implications have been recognised to occur in collaboration with AI by prior studies (Ingram Bogusz et al., 2020), and previous studies have also indicated the importance of redefining one's occupation due to digital technology's presence (Vaast & Pinsonneault, 2021). As presented, this study shows that the outcome of collaboration with generative AI has implications on the professional marketer's role, clearly indicating the importance of reassessing one's role and what it entails.

Additionally, this study sheds light on significant nuances where the different outcomes of collaboration affect the marketer's perceived need for more technology-related knowledge and core marketing competencies. The outcomes of collaboration can provide insights into how

enhanced knowledge within these two themes could positively influence the outcomes of quality and risks. For instance, the study found that improved prompt engineering knowledge could prevent biases in generated content.

The same applies to the implication on the professional marketer's role. The study shows that the emergence of new roles and the shift in focus demands specific knowledge to execute tasks effectively. By understanding the implications of one's role, marketers can realise the necessity of developing specific knowledge. For instance, greater decision-making responsibility could increase the necessity to possess critical thinking. Furthermore, receiving the role of an AI designer could impact the necessity of possessing generative AI understanding and prompt engineering for enhanced collaboration with technology.

Ultimately, the outcomes of marketers' collaboration with technology affect the framework's first part, the three shaping factors, mainly the marketer's professional knowledge. This effect summarises the different parts of the conceptual framework and their impact on each other in a continuous loop, which is elaborated on in the concluding part.

5.2.4 Framework as a Continuous Loop

To summarise, the three parts constituting the conceptual framework represent a process occurring in a continuous loop. As visually presented in the framework, three factors shape the interaction between marketers and generative AI. These interactions are seen through different active collaborations that further result in different outcomes. How the marketer views the outcome influences the first constituting part of the framework, the three shaping factors. For instance, quality in output generated from collaboration can influence expectations of how generative AI tools perform, shaping individuals' perceptions of technology. While good quality can impact a more positive perception of technology, poor quality can lead to a negative perception.

Moreover, the implications of generative AI collaboration on professional roles could influence marketers' feelings regarding fear of losing their jobs or the creative part of it. However, it could also create excitement about enabling the marketer to focus on more complex tasks. Therefore, this observed impact on professional roles could influence how individuals perceive technology

and their willingness to use the tools. The outcome of collaboration additionally sheds light on how specific knowledge could improve their ability to collaborate with technology successfully. An understood shift in focus of tasks and novel roles, indicating greater collaboration with technology, can create a realisation of how technology-related knowledge and core marketing competencies could be essential. For instance, marketers' realise how communication with technology in the form of prompt knowledge impacts quality and emergence of risks in outcomes and why this specific knowledge is vital for improved collaboration. The understanding of developing knowledge to ensure successful collaboration with technology aligns with a previous study by Zirar et al. (2023), who emphasise the continuous need for workers to reskill and develop knowledge.

Lastly, the findings show that collaboration outcomes shape the factor of organisational influence. Organisations encouraging their marketers to interact with generative AI are experiencing the outcomes of collaborations. Depending on outcomes, it can affect organisations' perception of technology, influencing how they choose to integrate generative AI initiatives and support technology exploration. A positive view of the outcome could influence increased technology initiatives. These initiatives could be continued or new and include offering accounts to generative AI applications, capability sessions to promote generative AI learning, and information-sharing forums to encourage knowledge sharing and an environment characterised as generative AI supportive. Increased initiatives could impact marketers' perception and knowledge of the technology. On the contrary, organisations that do not promote the exploration of technology do not experience collaboration or its outcomes. In these organisations, the conceptual framework's continuous loop is absent. In order to experience the continuous loop that can influence interaction with generative AI, some collaboration needs to be present to experience outcomes which could affect the organisation's attitude toward technology. Within these organisations, non-collaboration is most present.

To conclude, as illustrated in Figure 3, the three parts constituting the framework, three shaping factors, collaboration and outcomes, are seen to form a loop that continuously enables professionals to reassess their interaction with generative AI tools and improve their ongoing collaboration with the technology.

5.3 Theoretical Implications

By investigating how marketers interact with generative AI within their professional roles, this study contributes to existing debates on generative AI as a phenomenon, generative AI in marketing, human-machine interaction, and how AI shapes professional roles.

The first contribution relates to one of the study's main focuses, the phenomenon of generative AI. Generative AI is a relatively unexplored technology within AI, and there is little literature on its actual impact on organisations (Euchner, 2023). This study examines the technology of generative AI to contribute to understanding the impact it could have within organisational settings. By researching organisations with different structures in varying industries, the study contributes to understanding why organisations interact with generative AI to different extents. Secondly, this study explores how the marketing industry, which is said to be transformed tremendously due to generative AI (De Cremer et al., 2023; Mondal et al., 2023), is affected by interaction with this technology. The lack of research on the interaction between generative AI and marketers makes our study important for understanding these dynamics.

Thirdly, this study contributes to debates on human-machine interaction by identifying novel forms of collaboration that have not been previously explored. Existing literature has investigated ways professionals interact with AI technology by discussing the concepts of automation and augmentation (Raisch & Krakowski, 2021; Lebovitz, 2022). A few scholars have also explored human interaction with generative AI (Zhang & Gosline, 2023; Fui-Hoon Nah et al., 2023), although this literature remains sparse. This study adds to the literature by identifying three active types of collaboration marketers and generative AI technology engage in. These collaborations involve the generative AI tool taking on more or less responsibility in content creation, acting as an idea-generator, main content creator, or advisor throughout the process.

Another stream of debate within human-machine interaction is on the factors shaping how professionals interact with technology. Previous literature has indicated that individual perceptions and organisation can affect interactions with AI technology (Elkins et al., 2013; Wang et al., 2022; Kellogg et al., 2020; Glaser et al., 2021). This study contributes to this debate by identifying three key factors that shape marketers' interaction with generative AI: individual perception, marketer's

professional knowledge, and organisational influence. The study's findings suggest that when marketers have positive perception, possess technology-related knowledge and core marketing competencies, as well as organisational support, they are more likely to explore and use various generative AI tools in their role. Ultimately, these factors work together to shape the marketer's interaction with AI, and the more of these factors a marketer possesses, the more likely they are to engage with generative AI in their work.

Lastly, this study's conceptual framework contributes to debates on generative AI's implications for marketers' professional roles. Previous scholars have highlighted that interaction with AI can shape the professional role into focusing on sensemaking and more fulfilling and creative tasks (Verganti et al., 2020; Daugherty & Wilson, 2018). With no previous literature on the implications of marketing professionals' roles due to generative AI technology, this study contributes to understanding within this field. The altered use of generative AI technology in marketing can have implications for the marketer's professional role with a shift in task focus, impact greater decision-making responsibilities, and new roles for marketing operations. Additionally, the study contributes to the understanding that generative AI's implications on professional roles impact the need for revised knowledge to adapt to these implications. Marketers' understanding of the need for revising knowledge shapes their future interaction with generative AI technology, impacting a continuous learning cycle as they redefine their roles.

5.4 Practical Implications

The insights from this research can guide marketers, managers and organisations, providing a deeper understanding of leveraging generative AI technology within their work environments. To begin with, the authors advise professional marketers to attend lectures or webinars on generative AI to gain deeper insights into the tool's utilisation and learn about its implications. Additionally, the authors suggest marketers to interact with and explore different tools for various tasks to guide professionals in understanding how they can benefit from technology in their professional role. By interacting with different tools, marketers could increase their understanding of what knowledge they should develop to facilitate their interaction with generative AI. For instance, promoting marketers to experiment with different communication methods when using generative AI tools can enhance their understanding of which methods work better.

Continuing, this study recommends managers and organisations to encourage their marketers to explore generative AI technology to demonstrate a forward-thinking approach towards technology development. They can do this by, for instance, arranging workshops and educational sessions for marketers to learn about using the technology or creating task-force groups which experiment with different tools, recommending the most relevant tools for the organisation to adopt. Additionally, managers should provide education in areas that could enhance marketers' interaction with generative AI. These areas relate to technology understanding, prompt engineering, critical thinking, and basic marketing knowledge. Offering supportive measures in education or reassurance of marketers' knowledge within these areas could positively impact professionals' perceptions and enhance their interaction with generative AI.

5.5 Methodological Limitations

The study's findings are subject to limitations. Firstly, the decision to limit the study to analysing the profession of marketers and their interaction with generative AI technology, although within different industry domains, caused the study to arrive at a relatively narrow final sample, excluding the inclusion of broader departments. This exclusion may have hindered the results from being applied to other departments outside marketing. This must be addressed for readers of this study to understand the research's limited applicability to other contexts. Nevertheless, analysing a

broader spectrum of departments and their interaction with generative AI technology could have impacted the study's relevance. Secondly, the rapid advancements of generative AI technology introduce uncertainties regarding its future applications and potential impact. The study's conceptual framework is built upon insights derived from marketers' perceptions and utilisation of technology during nascent stages. However, as technology develops, future advancements will reshape the dynamics of marketer interactions with technology and affect what factors influence these interactions. This evolution may necessitate revisions to the proposed conceptual framework to ensure its continued relevance and reliability. Thirdly, while achieving generalisability and transferability was not the aim of this study, it is essential to note that the study's findings and conceptual framework are based on the perspective of 23 marketers from different organisations. Although empirical saturation was deemed to be reached, the study's results should not be viewed as an absolute measure.

5.6 Suggested Future Research

The authors hope this study, exploring nascent technology, will encourage future exploration within the field of generative AI, fostering a broader understanding of this technology's functions in different professional contexts. To strengthen the findings of this study, it would be relevant to explore technology's implications across different departments, beyond the marketing sector. Comparing findings could enrich the understanding of professionals' interactions with generative AI. Continuing, owing to the time limitations inherent in the study's scope, this research did not account for the evolving landscape of generative AI technology and the factors influencing these interactions. Consequently, the authors advocate that future research adopt a longitudinal design to explore how various elements within the study's conceptual framework may evolve with technological advancements, yielding nuanced insights. Lastly, to fortify the validity of this study's findings, future research could use the quantitative methodology to validate findings and ensure statistical validity. This can provide more insights into to what degree individual perception, marketer’s professional knowledge and organisational influence shape how marketers interact with generative AI and uncover other nuances.

6. Conclusion

This research explored *how marketers interact with generative AI within their professional role, and what factors shape this.* The study reveals that marketers interact with generative AI technology in three types of active collaborations, which depend on the responsibility they assign to the technology, and one instance of non-collaboration. Some marketers use it as an idea-generator in the initial stage of the project, as the main content creator, or as an advisor throughout the process. The study also identified marketers who chose not to collaborate with generative AI tools, as they trusted their abilities more or were not supported by their organisation to utilise the technology. Furthermore, when interacting with generative AI technology, professional marketers always want to be involved in the process either by controlling the generated content, adding human touch, or ensuring it aligns with the organisation's values. This study also detected that marketers' interaction with generative AI technology is shaped by three factors: their perception, knowledge, and organisational influence. Those who positively perceive the technology, possess technology-related knowledge and core marketing competencies, and receive organisational support are more likely to give generative AI tools a more significant role in content creation. Conversely, those with negative perceptions, lack of specific knowledge or organisational support are more likely to reject collaboration with generative AI.

Beyond addressing the research question, the study sheds light on the outcomes of collaboration between marketers and generative AI regarding quality, risks, and implications on the professional marketer's roles. These outcomes then impact the three shaping factors, emphasising the continuous loop of influence collaboration with generative AI technology has on marketers' professional roles. The study's findings contribute to the relatively unexplored area of generative AI technology, with insights into its impact on marketing roles and how human-machine collaborations occur between professional marketers and generative AI technology. Furthermore, this research provides empirical contributions for professional marketers, organisations, and managers to better understand generative AI's impact within the working environment of marketing departments.

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8. Appendices

Appendix 1: Participant Sample - Pilot study

Participant	Company Industry	Company size (employees)	Gender	Date	Length
1	Marketing Agency	≈ 60	Male	12-02-2024	35 min
2	Communication Agency	≈ 40	Female	12-02-2024	30 min
3	Marketing Agency	≈ 35	Male	13-02-2024	38 min

Appendix 2: Participant Sample - Main study

Participant	Company Industry	Company size (employees)	Gender	Date	Length
1	PR & Communication	> 200	Female	15-02-2024	36 min
2	Marketing Agency	Freelancer	Male	15-02-2024	40 min
3	Cargo Securing	> 200	Female	17-02-2024	30 min
4	Manufacturer & Consumer Goods	> 115 000, globally	Male	19-02-2024	40 min
5	Nordic Growth Agency	> 200	Female	20-02-2024	60 min
6	Production Company	≈ 10	Male	22-02-2024	50 min
7	Engineering Company	≈ 500	Female	22-02-2024	47 min
8	Communication Agency	> 20	Female	26-02-2024	36 min
9	Transportation	> 20 000	Male	28-02-2024	50 min
10	Edtech	> 40	Male	28-02-2024	45 min
11	Tourism Agency	≈ 50	Female	29-02-2024	45 min
12	PR Agency	≈ 10	Female	29-02-2024	41 min
13	Competence Supply	> 200	Female	01-03-2024	45 min
14	Transportation	> 20 000	Female	01-03-2024	44 min
15	Startegic Communicaion Agency	≈ 50	Male	05-03-2024	40 min
16	Digital Consultancy	> 7 000, globally	Female	06-03-2024	30 min
17	Digital Consultancy	> 900	Male	06-03-2024	32 min
18	Transportation	> 20 000	Female	07-03-2024	45 min
19	Content Optimization through AI	< 10	Male	15-03-2024	30 min
20	Brand and Marketing	Freelancer	Female	15-03-2024	52 min
21	AI-based Marketing	≈ 5	Male	18-03-2024	40 min
22	Advisory Services	> 400	Female	18-03-2024	45 min
23	Digital Web Agency	> 80	Female	21-03-2024	45 min

Appendix 3: Interview Guide

Preparatory questions and information

- Introduce ourselves and thesis research focus.
- Thank the respondent for their participation, explain how their answers will be used, their personal anonymity in the study, and ability to get access to the final study.
- Name of interviewee and their current work role:

a) Traditional work activities before the use of GAI:

1. *Would you like to start by telling us what you do on a daily basis in your role as xx and what your responsibilities and tasks are?*

2. Before the breakthrough of generative AI tools, how did your traditional work tasks look like?

b) Changes due to AI: *We would like to understand how generative AI tools have potentially had an impact on marketers' work tasks and the change it has created:*

3. How have you come in contact with generative AI and is it something you are expected to use by your employer or by your clients? Why/why not?

4. Are you using generative AI in your job?
   a. What specific tools are you using?

5. What work activities have changed with the introduction of Generative AI technology?
   - If not using generative AI: What work activities do you think could change with the introduction of generative AI?

6. (If expanding the use of GAI tools) What are some situations you would choose to use generative AI tools for and situations you would not?

7. Can you explain the process of the last time you used generative AI technology?
   - Follow-up question (depending on the answer)
     - *If it worked well:* What was the outcome of this? Any feedback?
     - *If it worked poorly:* What were the reasons for the generative AI working poorly? Any implications?
     - *If they don't use GenAI:* Why do you not use generative AI in your work?

8. How has your organisation helped you to prepare you for the change with generative AI, and the organisation more broadly?

9. What do you believe your role will look like in 5 years, with the development of generative AI?
   a. Do you think this predicted use of generative AI in the future will have an impact on how you view your role?

c) The interviewee's perception of Generative AI-tools:

10. How do you feel about using generative AI in your work?

11. If you decide to not use generative AI for a specific task, what emotions are behind that decision?
   a. For instance; fears or anxieties? If so, why?

12. How do you expect generative AI tools to perform your tasks, in terms of quality?

13. What opportunities and limitations do you see in using generative AI in your role?

14. What ethical implications do you see in using genAI in marketing? (For example, data integrity, misinformation and potential biases?

d) Interaction with generative AI tools:

15. What forms does your collaboration with AI take, and what challenges do you currently experience?

16. Imagine GenAI tools in the future can create content (pictures, text, videos etc) that has the same results as if a human did it. Given this, would you give the tool all responsibility to perform tasks independently without human intervention or do you believe human supervision will still be needed?

a. What do you think this cooperation will look like?

17. What skills do you think are necessary to use the tools correctly and achieve the desired results (in relation to your current knowledge and what may be required in the future)?

a. What key factors should organisations consider before adopting Generative AI technologies?

Final questions

18. Do you have any additional thoughts or questions for us?

19. Do you have any person in mind that would be interesting for us to talk to?

Appendix 4: Consent Form

Standard text and consent to participation student's survey / interview

The student's project. As an integral part of the educational program at the Stockholm School of Economics, enrolled students complete an individual thesis. This work is sometimes based upon surveys and interviews connected to the subject. Participation is naturally entirely voluntary, and this text is intended to provide you with necessary information about that may concern your participation in the study or interview. You can at any time withdraw your consent and your data will thereafter be permanently erased.
Confidentiality. Anything you say or state in the survey or to the interviewers will be held strictly confidential and will only be made available to supervisors, tutors and the course management team.
Secured storage of data. All data will be stored and processed safely by the SSE and will be permanently deleted when the projected is completed.
No personal data will be published. The thesis written by the students will not contain any information that may identify you as participant to the survey or interview subject.
Your rights under GDPR. You are welcome to visit https://www.hhs.se/en/about-us/data-protection/ in order read more and obtain information on your rights related to personal data.

Project title	Year and semester
Master Thesis	Spring 2023
Aim of the study: Explore marketers' interaction with generative AI	
Students responsible for the study or interview: Thea Wadell and Alice Dahlemar	
Supervisors and department at SSE: Elmira van den Broek, Department of Entrepreneurship, Innovation and Technology	Supervisor e-mail address: Elmira.van.den.Broek@hhs.se
Type of personal data about you to be processed: 1) Recording and transcription of interview 2) Interviewee's role and the industry their company operates in	

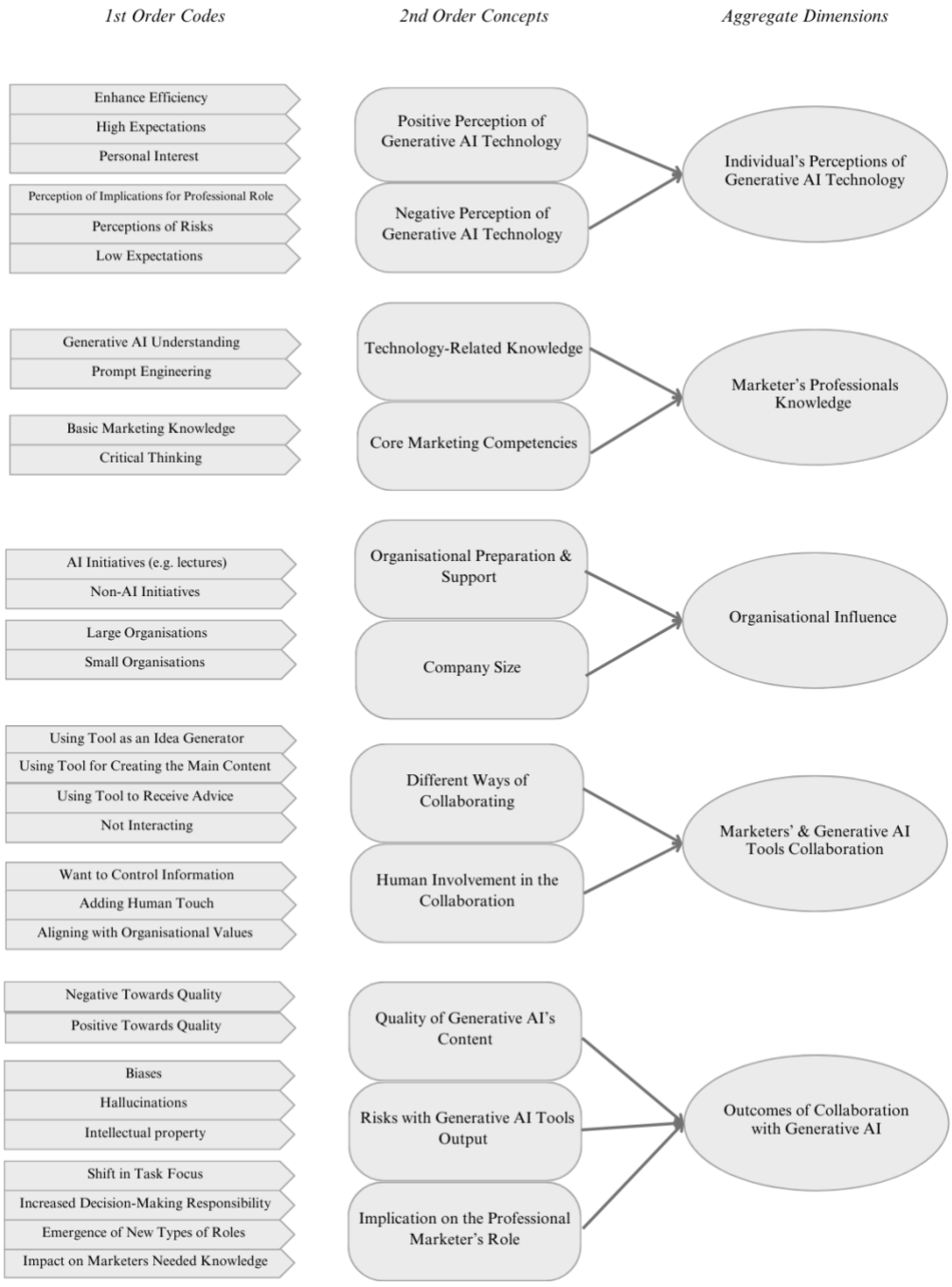
I have taken part of the information provided above and consent to take part in this study:

Name	Place and date

➔ [Button]: Continue

No thank you I do not consent to take part of this study -> [Button]: Cancel

Appendix 5: Data Analysis Structure



Appendix 6: Data Coding

**The rest of the file that contains the associated quotes for each instance it appeared as a code can be made available upon request.*

Aggregate dimensions	2nd level codes	1st level codes	# Instances	Quotes
Individual's Perceptions of Generative AI Technology	Positive Perception of Generative AI Technology	Enhance Efficiency	16	*"I believe that my role is evolving in a manner that enables me to enhance efficiency and streamline many tasks."*
		High Expectations	15	*"I've been experimenting a little bit and I'm really fascinated by how realistic the images look and how kind of original things can look."*
		Personal Interest	9	*"I am very interested in AI and have dug myself very deep into that hole. And have read a lot and taken some training and listen to a lot of blog, or what are not called blogs but podcasts, read newsletters and everything I can come across."*
	Negative Perception of Generative AI Technology	Perception of Implications for Professional Role	19	*"It will change fundamentally. Every person working in marketing will have have to rethink what their jobs looks like."*
		Perception of Risks	18	*"And today, of course, many companies are very concerned about their information and their brands, and are worried that something confidential, i.e. plans, models, processes and so on, will get leaked. And there are examples of that happening too. So there is still*

				some resistance to working in that area."
		Low expectations	11	*"Right now I spontaneously feel that I would not use it. I mean, what can I say? I sometimes think that the stage it's in now, some things can look at bit weird. When you ask it to produce, for example, if you ask it to produce visual material I can think that it looks a little too AI-generated. And that if we were to use it, we would lose our authenticity."*
Marketer's Professional Knowledge	Technology-Related Knowledge	Generative AI understanding	11	*"I think it's great that it exists. What I realise is that I have to be on top of it. Suddenly, I'm sitting somewhere where people may be more liberal with how they use AI. Then it's best for you that you actually know how to use it."*
		Prompt Engineering	18	*"So, I think perhaps partly when it comes to prompts, for example, that you have to be skilled at presenting prompts that are so specific that you get the result you want."*
	Core Marketing Competencies	Basic Marketing Knowledge	12	*"You still need to have an understanding of the subject you are writing about. But as long as you have that and know the basics of it, I think it works great."*
		Critical Thinking	14	*"A lot of it is that you have to be critical and careful to review the content that AI has produced before*

				making it your own."
Organisational Influence	Organisational Preparation & Support	AI Initiatives: Lectures, GenAI Task-force groups, Sharing knowledge (information sharing platforms), AI application accounts (premium)	12	*"But we have had briefings, small info sessions on Fridays, for example, where they go through this, this is how you do it and this is how you write to get the best results."*
		No AI initiatives: No Support & Preparation from the Organisation, Slow Adoption of Technology	6	*"No, no initative. So it's nothing we haven't really had/../ And I've still been a bit shocked that our IT department hasn't mentioned it."*
	Company Size	Large Organisations	11	*"I imagine that there are many large companies that stand like a deer in the headlights and just, what do we do? Because so much is happening, it's more intuitive to understand people that there is a lot of change and we have to do something, but they don't know what."*
		Small Organisations	11	*"So I really believe that small companies in particular will be able to challenge the slightly larger giants that have money much more easily."*
Marketers' & Generative AI Tools Collaboration	Different Ways of Collaborating	Using Tool as an Idea Generator	13	*"Generating ideas is very interesting. Like give me five ideas on how I can*

				portray our product. And it spits out five scenarios."
		Use Tool for Creating the Main Content	5	*"I write something of my own at the beginning and at the end. But I think the core of the post I actually get great help from the AI tools."*
		Using Tool to Receive Advisor	9	*You don't want it [generative AI-tool] to take over. You want it [AI-tool] to be like a colleague, someone you can share thoughts and ideas with. Someone who can improve my work and what I do.*
		Not Interacting	6	*"At our company, the attitude is still no but I don't need AI. I've always done this and it works great - that's the view of many of my colleagues."*
	Human Involvement in the Collaboration	Want to Control Information	13	*"Would not trust it fully. I always want to double-check."*
		Adding Human Touch	13	*"And it is very important to have a real person who can understand what you want to say between the lines. Because sometimes it's not even possible to translate an idiom directly into French. You need this kind of human*

				empathy to understand these things."
		Aligning with Organisational Values	8	*"Really spend time checking, is this even a text that we can stand for, does this work? So all the time we have an extra check."*
Outcomes of Collaboration with Generative AI	Quality of Generative AI's Content	Negative Towards Quality	11	*"Then I think that the output I have received the times when I have only tested out of curiosity has been worse than what I had myself top of mind."*
		Positive Towards Quality	14	*"And when we now follow up on results in terms of traffic and how they perform, I don't see any difference. Or even that some AI articles have actually delivered better on those parameters."*
	Risks with Generative AI Tools Output	Biases	13	*" I understand that there are also downsides to generative AI. If I were to search to generate a person who drives a truck, 95% of the time it will be a man. A white man, for sure. If you think about whether it is biassed and so on."*
		Hallucinations	10	*"But we work a lot with it on our own level, what we create, that it should be reliable AI, we usually talk a lot about there, where we limit which data sources AI uses, so that it does not hallucinate."*
		Intellectual property	12	*"But also just who owns the IP is probably the biggest thing and how much and*

				how far can you go. And what is protected by you then? Who pays usage rights to? Who can, can they copy you." because you don't own IP? How do you explain that in a possible legal dispute?" - 4
	Implication on Professional Marketer's Role	Shift in Task Focus	17	*"Yes, but it has changed or altered my tasks to a great extent"*
		Increased Decision-Making Responsibility	9	*"I don't have to collect the data. I don't even have to do the analysis. I don't even have to make the recommendation. All that comes to me. But I need to make decisions. And I need to use my human intelligence and ability." - 16*
		Emergence of New Types of Roles	4	*"We are now looking for AI designers, people who can prompt or who can really handle these tools rather than an illustrator."*
		Impact on Marketers Needed Knowledge	16	*"Because in the beginning when I tested it, I didn't get anything good at all. It's just that you might have to know how to tell this one that I want to get this particular thing out. Because once you know how to build your prompts, I think it's really great."*

Appendix 7: The Use of Grammarly in Writing This Thesis

The authors of this thesis have utilised GrammarlyGO, a plug-in program that includes generative AI features. By reducing spelling and grammatical errors, this tool has improved the overall quality of the thesis, resulting in a better reading experience for the audience. Moreover, GrammarlyGO provides recommendations to enhance text structures, which the authors can accept or reject as they see fit.