

Exploring the Impact of Artificial Intelligence on Innovation within B2B Marketing Organizations

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Qualitative study
15 B2B marketing professionals
United States

PROBLEM

AI adoption is growing, but little is known about how professionals experience it day to day.

STUDY

Semi-structured interviews with 15 B2B marketing professionals.

FINDINGS

Four themes on workflows, decisions, marketing practice and ethics.

IMPLICATION

Value comes from integration and capability, not adoption alone.

INTRODUCTION

The problem. AI is changing B2B marketing by improving operational efficiency, supporting decision-making and enabling data-driven customer engagement. Adoption keeps growing.

The gap. Little research has explored how B2B marketing professionals actually experience AI-enabled tools in their daily work, and how that shapes marketing execution, decision-making and ethical considerations.

PURPOSE

To explore the lived experiences of B2B marketing professionals using AI-enabled tools in organizations across the United States.

THEORETICAL FOUNDATION

Diffusion of Innovation

Everett Rogers. How new technologies are adopted and spread through organizations.

Resource-Based View

How organizations create value from the resources and capabilities they build.

WHAT I FOUND

- 1

Execution and workflow integration
AI is part of everyday marketing execution. It sits inside workflows and mainly drives operational efficiency.
- 2

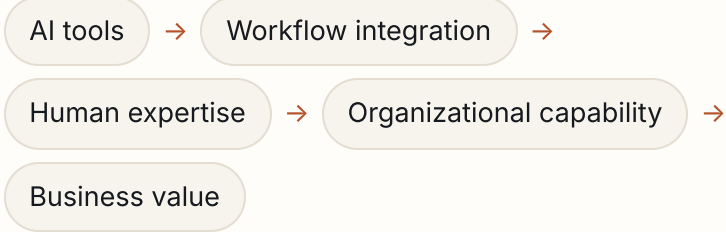
Influence on decision-making
AI supports decisions rather than making them. Professionals use it as a collaborator that informs their judgment.
- 3

Transformation of marketing practice
AI is transforming B2B marketing practice itself, moving from a tool toward a working capability.
- 4

Ethics, transparency and fairness
Ethical considerations come up in everyday use, not only at the policy level.

Organizational value comes not just from adopting AI, but from integrating it well, led by human expertise and built on organizational capabilities.

HOW VALUE IS CREATED



STUDY SNAPSHOT

15

B2B marketing professionals

4

major themes identified

US

organizations across the United States

NVivo

supported qualitative analysis

METHOD

- Qualitative research design
- Semi-structured interviews, continued until data saturation
- Participants recruited through snowball sampling
- Thematic analysis supported by NVivo

PRACTICAL IMPLICATIONS

- Invest in capability, not just tools
- Keep human judgment at the center of AI-supported decisions
- Build transparency and fairness into everyday AI use

LIMITATIONS

- Qualitative findings from 15 participants are not statistically generalizable
- Snowball sampling and a US-only sample

KEYWORDS

Artificial intelligence

B2B marketing

Marketing innovation

Decision-making

Human-AI collaboration