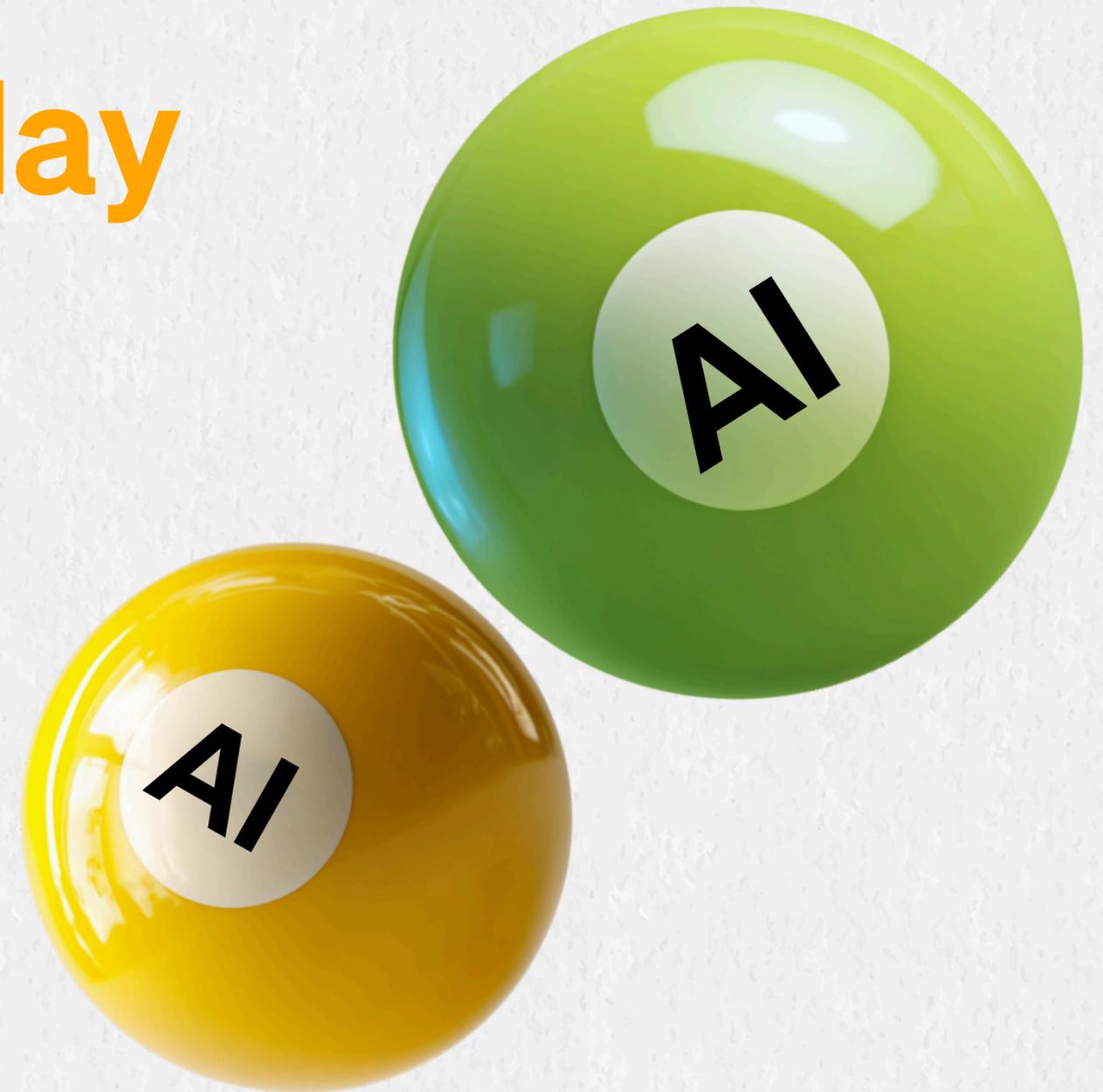# MMA AI Adoption Study | MENA

Insights into AI applications in Marketing and CX.

/ What we'll cover today

1. Scope of the Study

2. AI Awareness and Adaptation Level

3. AI Application Areas and Goals

4. Measuring the Impact and Success of AI

5. Leadership, Culture and Organizational Readiness

6. Concerns, Obstacles and Information Sharing

7. Training, Skills and Future Plans

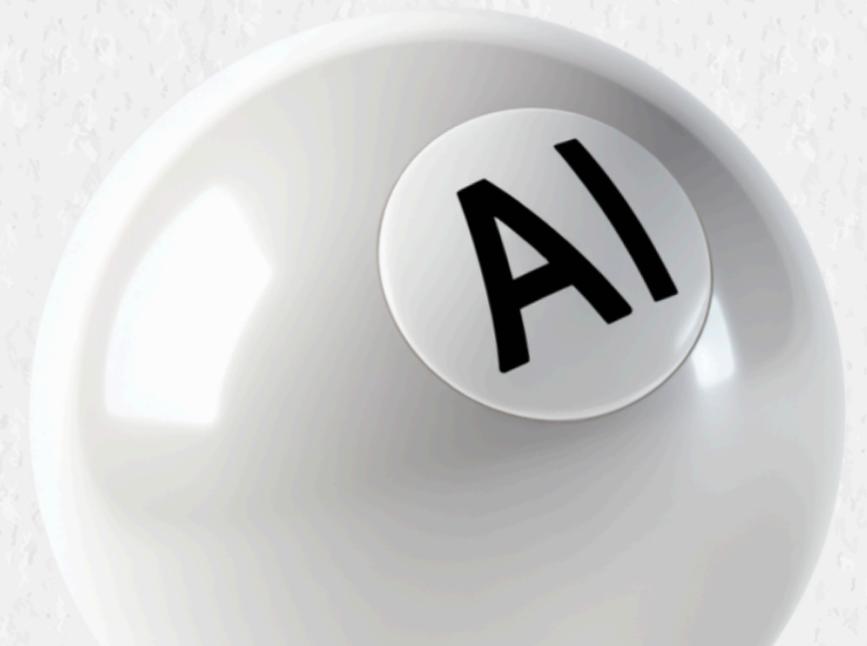# MMA /Academy | KANTAR

MMA Marketing + Media Alliance / MEA

/ **39** Türkiye / **42** MENA / **34** South Africa Σ **115** CMOs & Top Marketing Executives

AI

Questionnaire: September 29 | Fieldwork : 4 Weeks | Reporting: November 3

Executive Summary

The AI Adoption Study, based on insights from 115 marketing and customer experience professionals across **Türkiye**, **MENA** and **South Africa**, reveals that organizations now demonstrate **high awareness of AI** and have largely moved **beyond the pilot phase into testing and scaling**.

The **MENA** region demonstrates steady progress in AI adoption, with 64% of respondents indicating strong or moderate familiarity and 40% already operating in the scaling phase.

Leadership commitment is the highest among all regions, with 90% showing clear prioritization and readiness to accelerate AI efforts.

AI goals concentrate on **automation** (57%), **media productivity** (55%) and **advanced analytics** (52%), while impact measurement shows moderate maturity—50% track efficiency gains and 68% measure marketing effectiveness.

Key concerns include regulatory compliance (49%), employee upskilling needs (59%) and general uncertainty about AI's implications. Despite these challenges, 82% of companies prioritize upskilling over hiring, signaling a strong long-term commitment to developing local AI capability.

AI Awareness and Adaptation Level

AI Awareness

TOTAL ● MENA

Somewhat involved, some familiarity
- TOTAL: 34
- MENA: 36

Very familiar and involved
- TOTAL: 66
- MENA: 64

Axis: 0 10 20 30 40 50 60 70
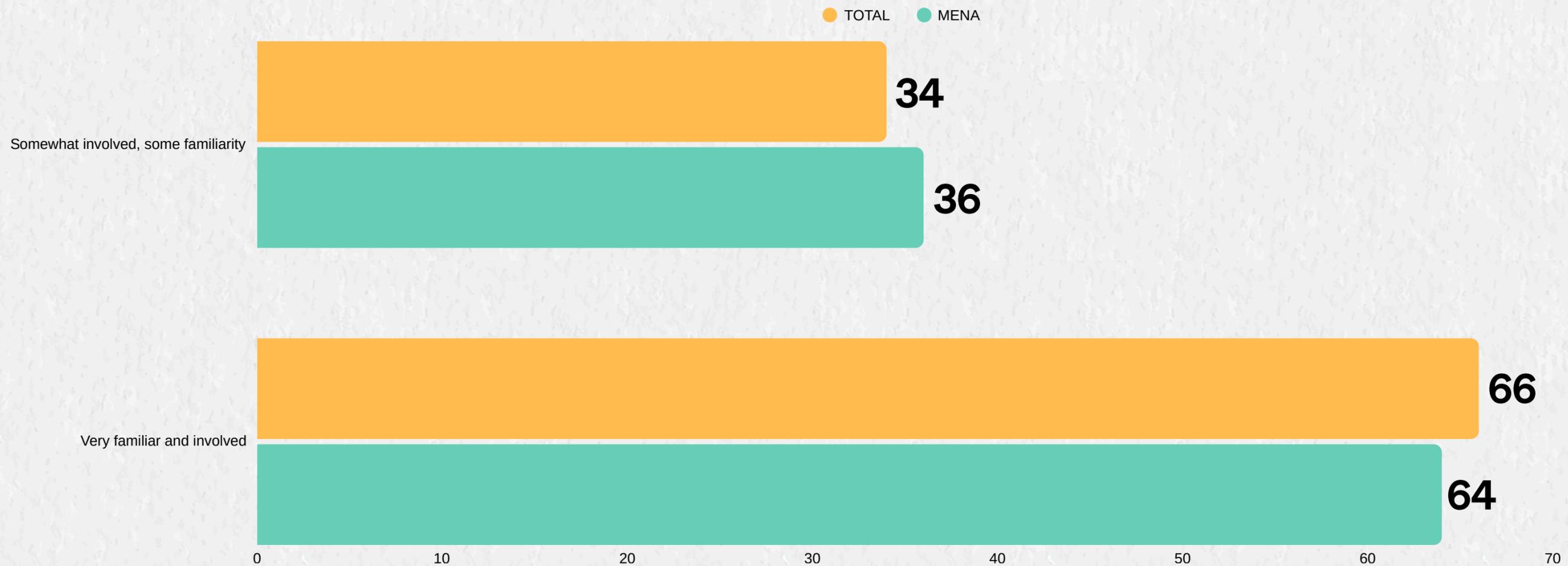
Q. How familiar are you with how AI is used in your organization for marketing and customer experience related initiatives? Base: Total Sample :115

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AI Adaptation Level - AI has now moved beyond the testing phase; the focus is on scaling and deployment

Total ● MENA ●

Haven't started - we don't use AI for any marketing or customer experience related purposes
- Total: 0,87
- MENA: 2

Scoping - we're researching and/or considering AI in some marketing use cases
- Total: 13
- MENA: 19

Testing - we recently began integrating and testing AI application in some marketing use cases
- Total: 40
- MENA: 38

Scaling - we are expanding the number of use cases and the depth of AI application in marketing
- Total: 46
- MENA: 40

Q. Which of the following best describes your company's stage of adoption when it comes to the application of Artificial Intelligence in marketing and customer experience?

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Strategy and Roadmap

Legend: Strong Vision (Leadership buy-in) • Early Stage (No vision) • Partial Vision (Fragmented roadmap) • Siloed Pilots (No leadership support)
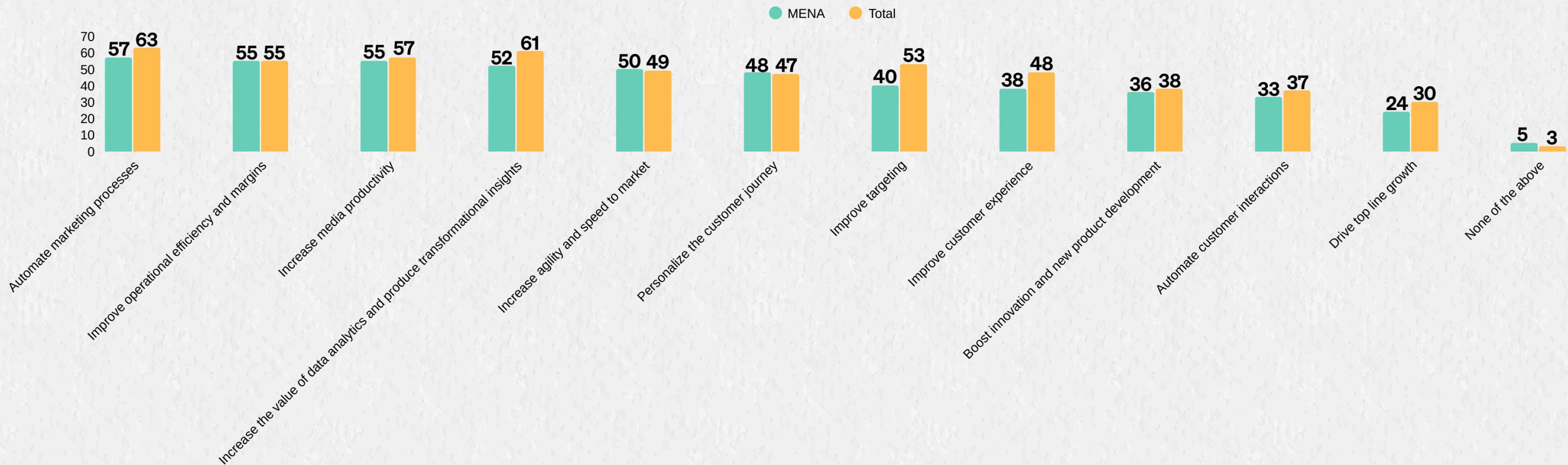
MENA: 40, 24, 19, 17

Total: 43, 13, 24, 20
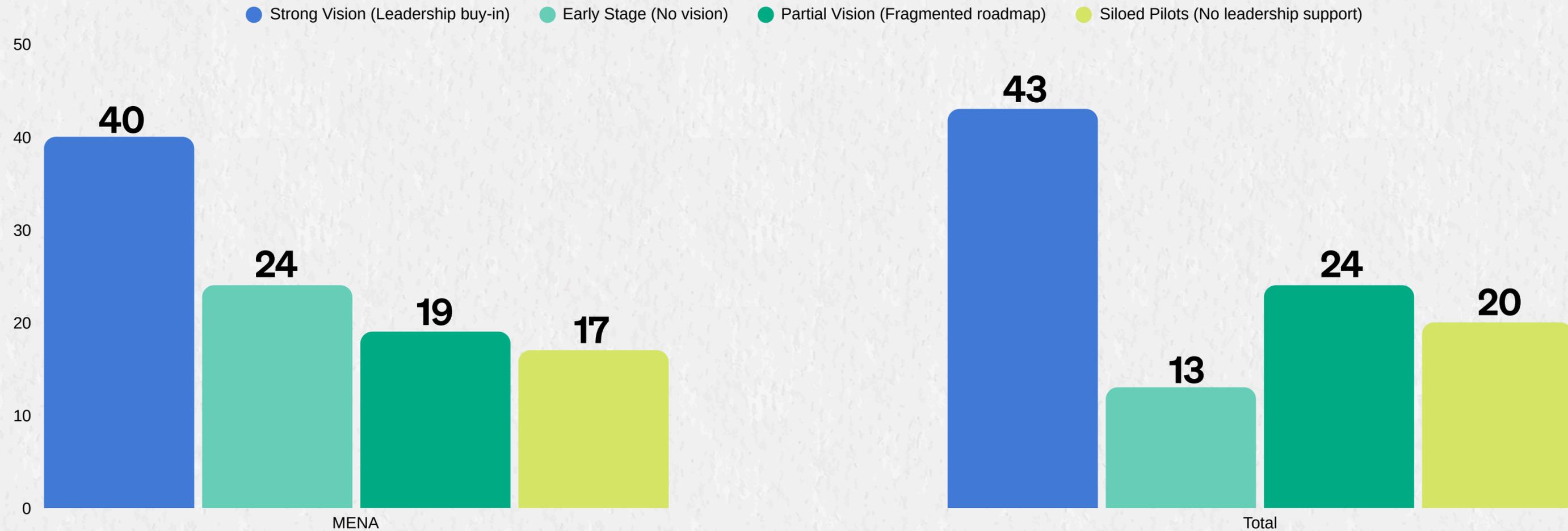
Q. Which of the below represent the progress that your company has made when it comes to establishing a clear strategy and roadmap for the application of AI in marketing and customer experience?
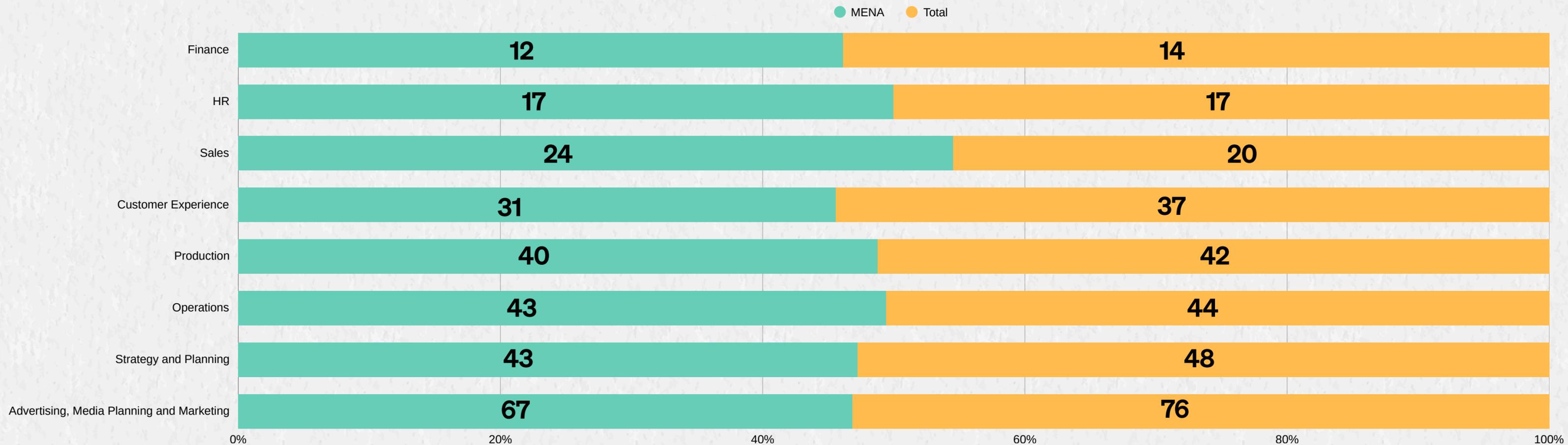
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AI Application Areas and Goals

AI Application Goals

Legend: ● MENA ● Total

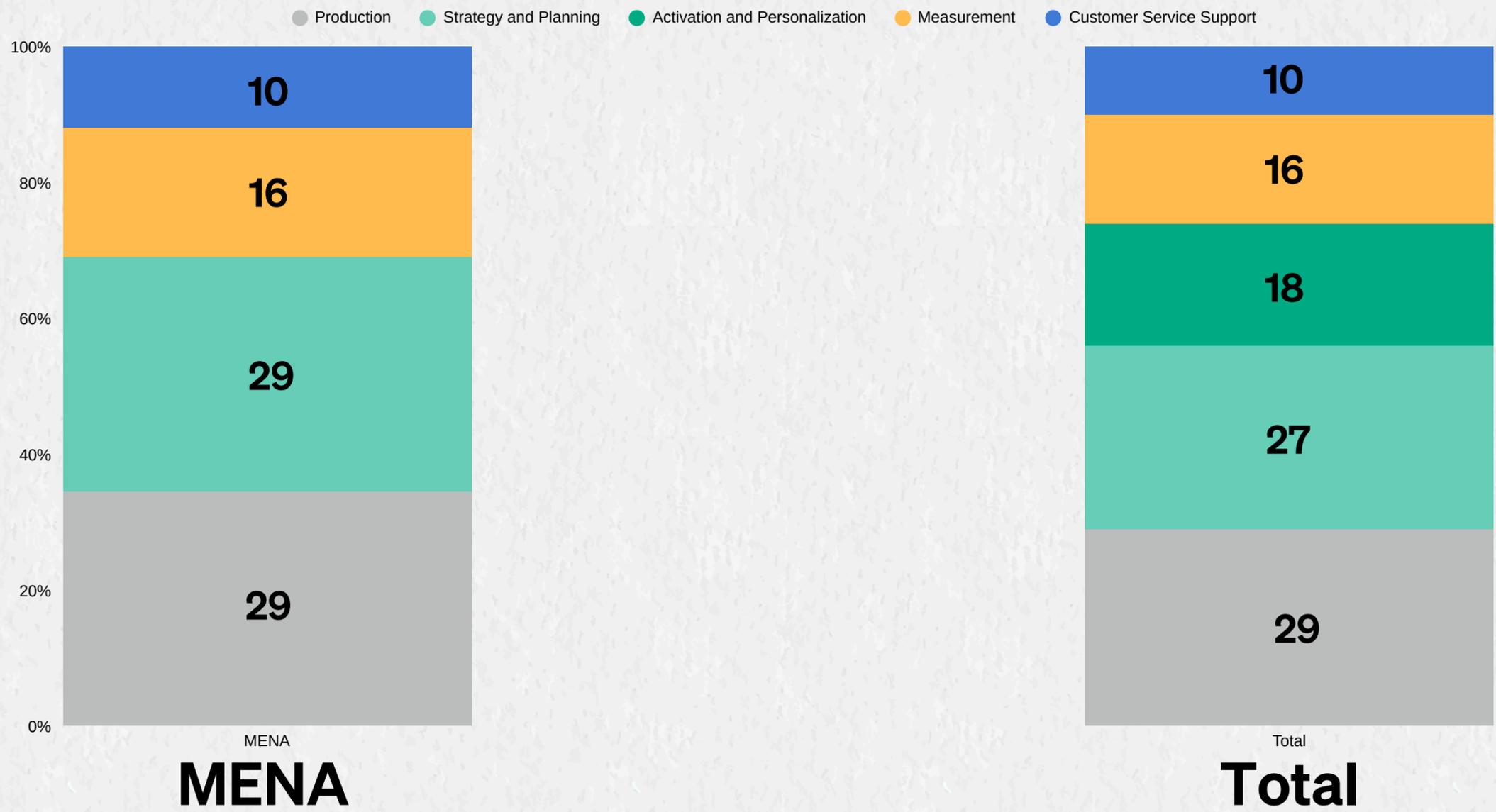| Category	MENA	Total
Automate marketing processes	57	63
Improve operational efficiency and margins	55	55
Increase media productivity	55	57
Increase the value of data analytics and produce transformational insights	52	61
Increase agility and speed to market	50	49
Personalize the customer journey	48	47
Improve targeting	40	53
Improve customer experience	38	48
Boost innovation and new product development	36	38
Automate customer interactions	33	37
Drive top line growth	24	30
None of the above	5	3

Q. In which of the following areas does your company have clear, measurable goals when it comes to AI application in marketing and customer experience? Select all that apply. -

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Advances in AI application areas

Legend: ● MENA ● Total

Area	MENA	Total
Finance	12	14
HR	17	17
Sales	24	20
Customer Experience	31	37
Production	40	42
Operations	43	44
Strategy and Planning	43	48
Advertising, Media Planning and Marketing	67	76

Axis: 0% 20% 40% 60% 80% 100%

Q: Which of the following areas do you think your company is making progress in terms of AI applications?

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Resource allocation

Production · Strategy and Planning · Activation and Personalization · Measurement · Customer Service Support

MENA

10	Customer Service Support
16	Measurement
29	Strategy and Planning
29	Production

Total

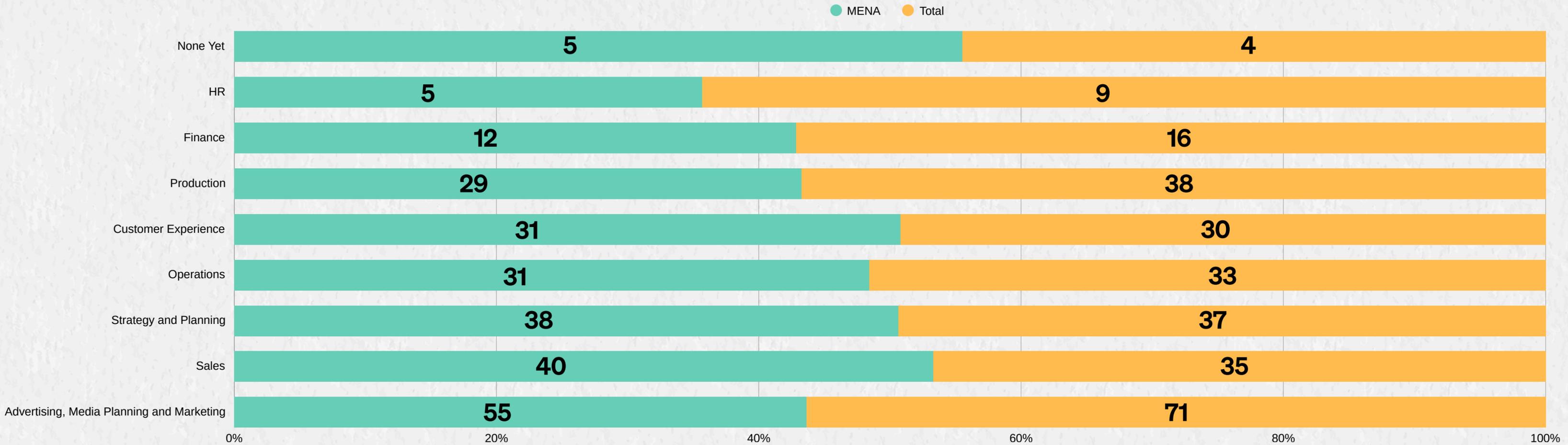|	
10	Customer Service Support
16	Measurement
18	Activation and Personalization
27	Strategy and Planning
29	Production

Q. Please consider the following groups of marketing and customer experience functions. To the extent that you can estimate, what share of your company's [b]effort and resources[/b] is allocated in each of these areas? Answers must add up to 100.

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Measuring the Impact and Success of AI

The impact of AI applications on business results

Legend: ● MENA ● Total

Category	MENA	Total
None Yet	5	4
HR	5	9
Finance	12	16
Production	29	38
Customer Experience	31	30
Operations	31	33
Strategy and Planning	38	37
Sales	40	35
Advertising, Media Planning and Marketing	55	71

Q. Which of the following areas do you think your company's ability to measure the impact of AI in terms of improving business results (either by increasing revenue, productivity or margins)?
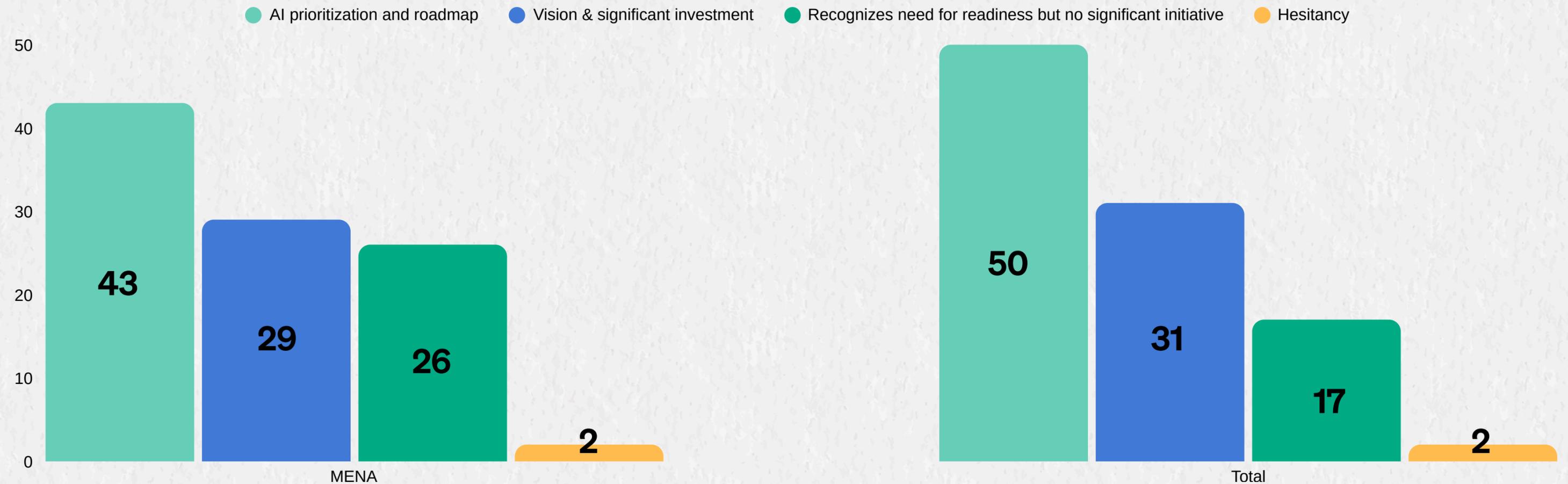
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AI impact measurement approaches

Legend: MENA (teal), Total (orange)

Category	MENA	Total
Reduction in time spent on specific tasks (labor hours)	67	67
Improvement in marketing effectiveness (ROI, ROAS)	50	57
Observation or tracking from manual to automated tasks (improved efficiency)	50	53
Reduction of human mistakes	31	36
Reduction in customer acquisition costs	21	21
Improvement of margins	21	17
Incremental revenue attributed to AI	19	23
Increase in customer satisfaction / Net Promoter Score (NPS)	17	23
Increase in Retention rate	14	14
Higher customer lifetime value (CLV)	12	17

Q: How does your company measure AI's impact? Select all that apply.

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Leadership, Culture and Organizational Readiness

Leadership's attitude towards the application of AI

● AI prioritization and roadmap ● Vision & significant investment ● Recognizes need for readiness but no significant initiative ● Hesitancy

MENA

- 43
- 29
- 26
- 2

Total

- 50
- 31
- 17
- 2

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The urgency of using AI

MENA

60%

TOTAL

65%

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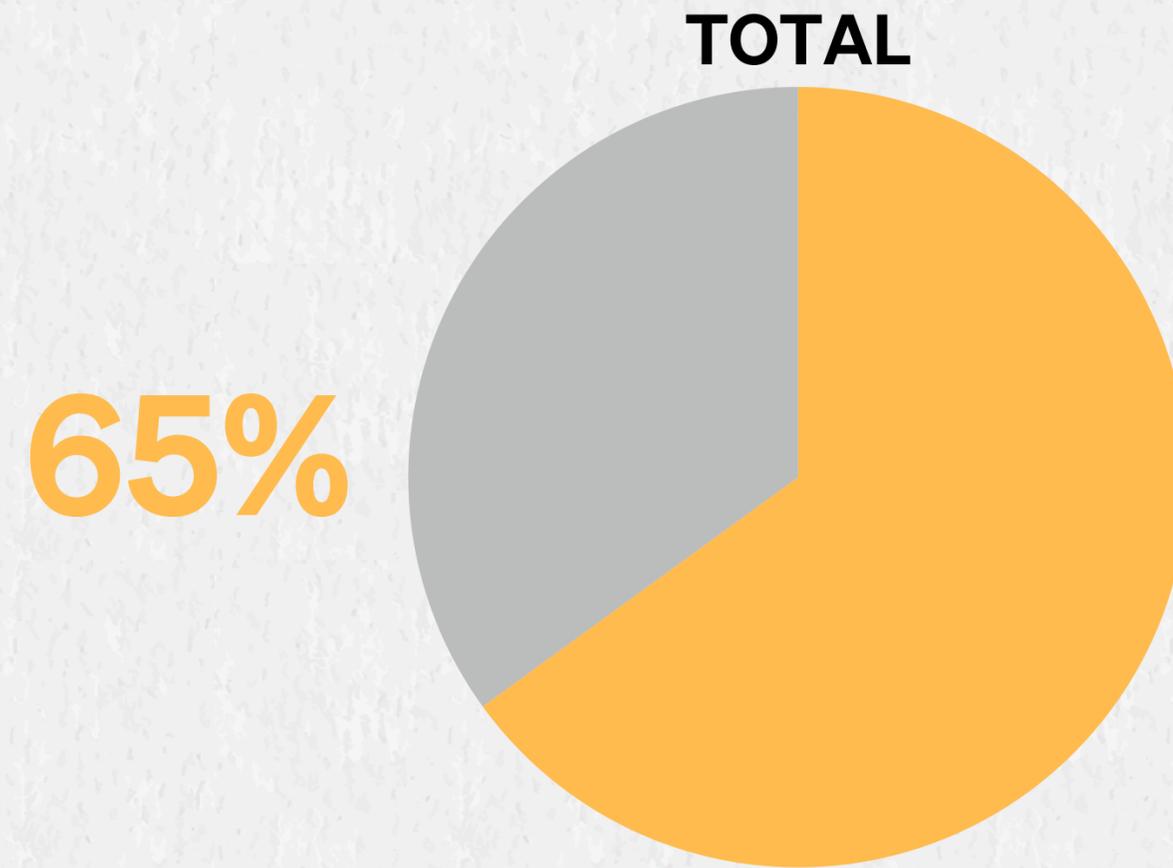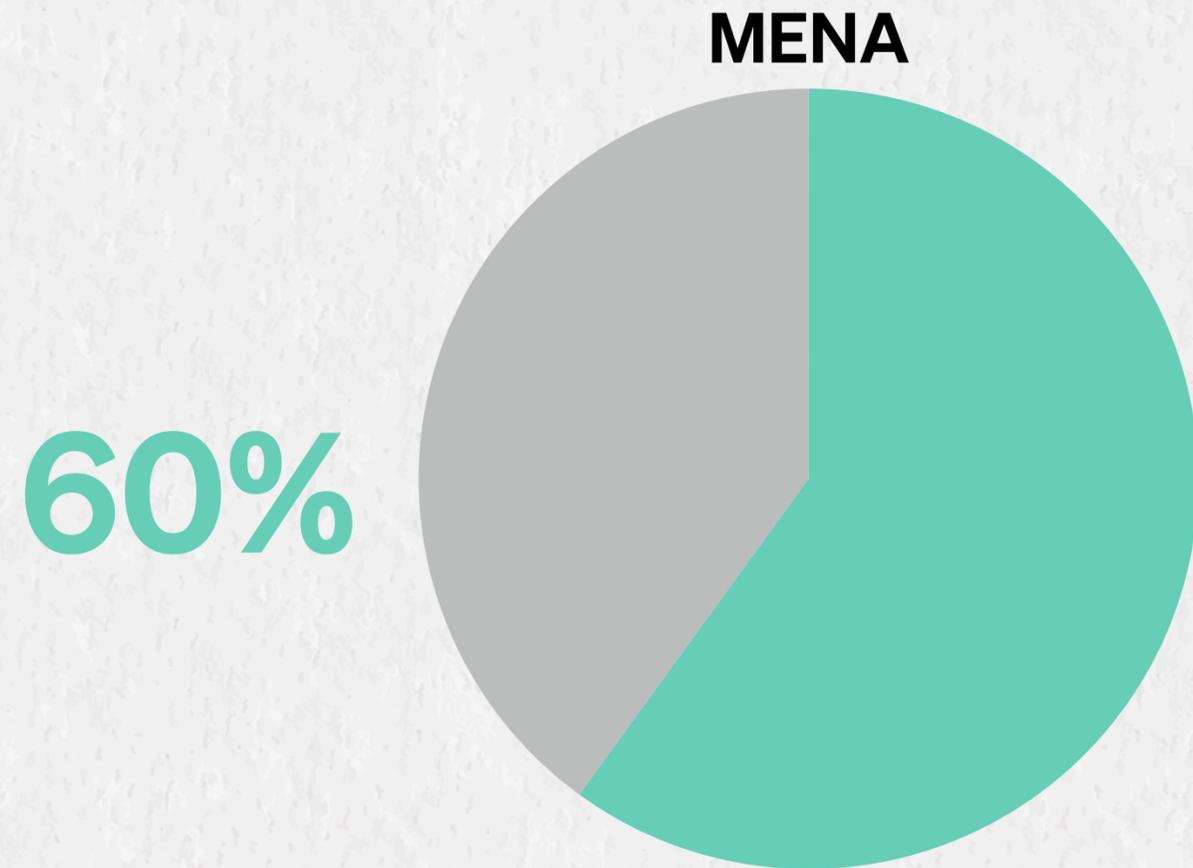
Company Culture's Approach to AI

Good understanding; more evidence needed. ● Strong, balanced grasp of AI value and risk. ● Some understanding but clear mistrust. ● Limited AI understanding and mistrust.

MENA
- 50
- 31
- 17
- 2

Total
- 39
- 43
- 16
- 3
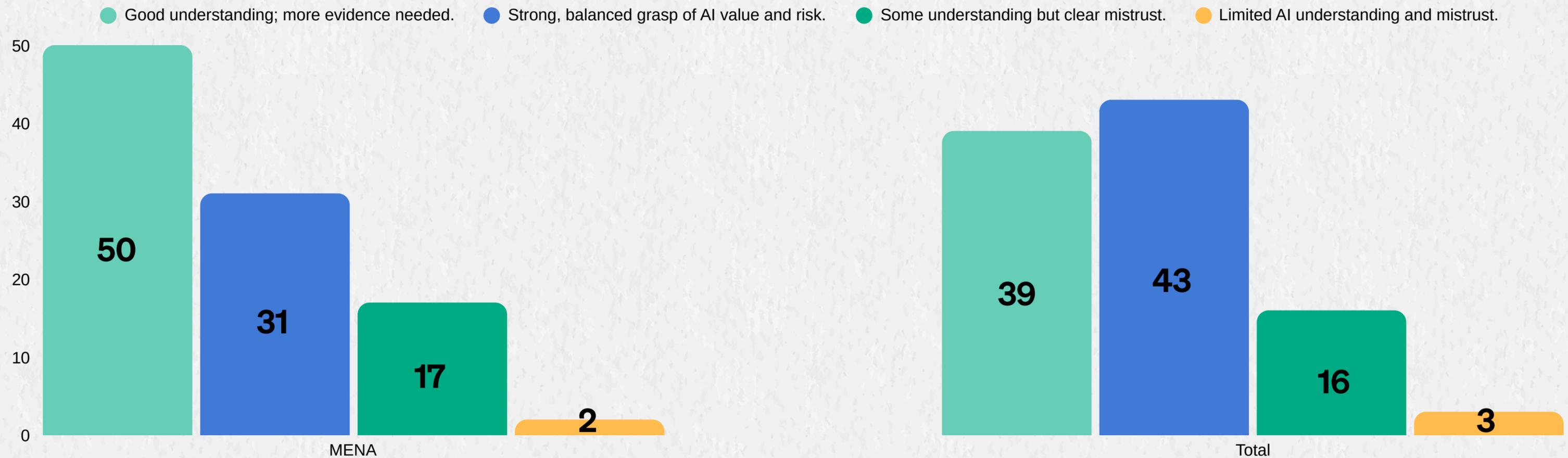
Q: How knowledgeable and accepting is your company's culture toward the adoption and/or use of AI for marketing related purposes?

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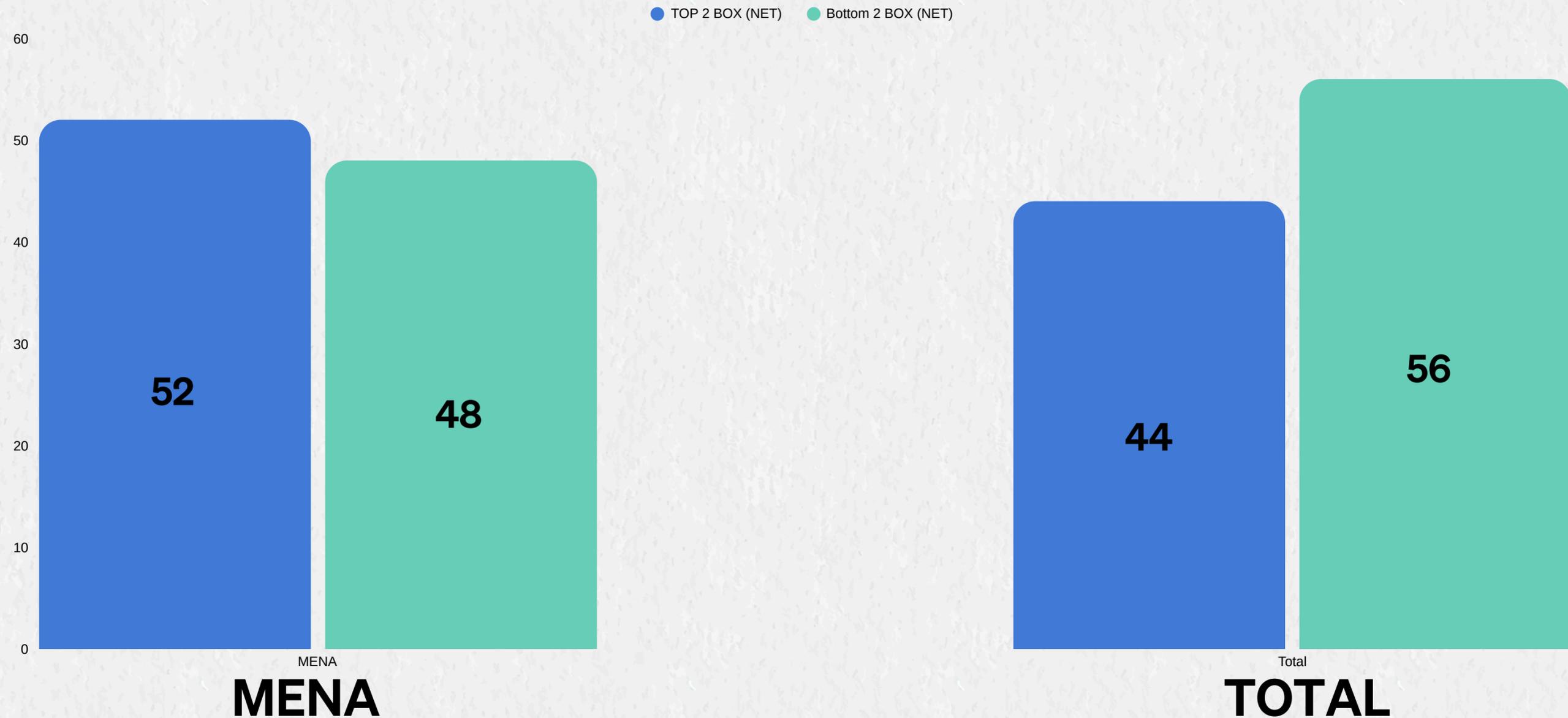Marketing + Media Alliance
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Concerns, Obstacles and Information Sharing

Employees' Concerns Regarding AI Applications

MENA   Total

Concern	MENA	Total
Need for additional training to upskill and reskill employees	69	65
Lack of transparency and difficulty to explain impact of AI	33	31
Issues with regulatory compliance	31	40
Concern that some roles will become obsolete	31	36
Overall uncertainty and unpredictability	29	33
Biases that create issues with equity and representation	17	18
High costs of implementation and not proven business case	10	20

Q: What specific concerns have been expressed by your company's employees when it comes to the application of AI in marketing and customer experience? Select all that apply.
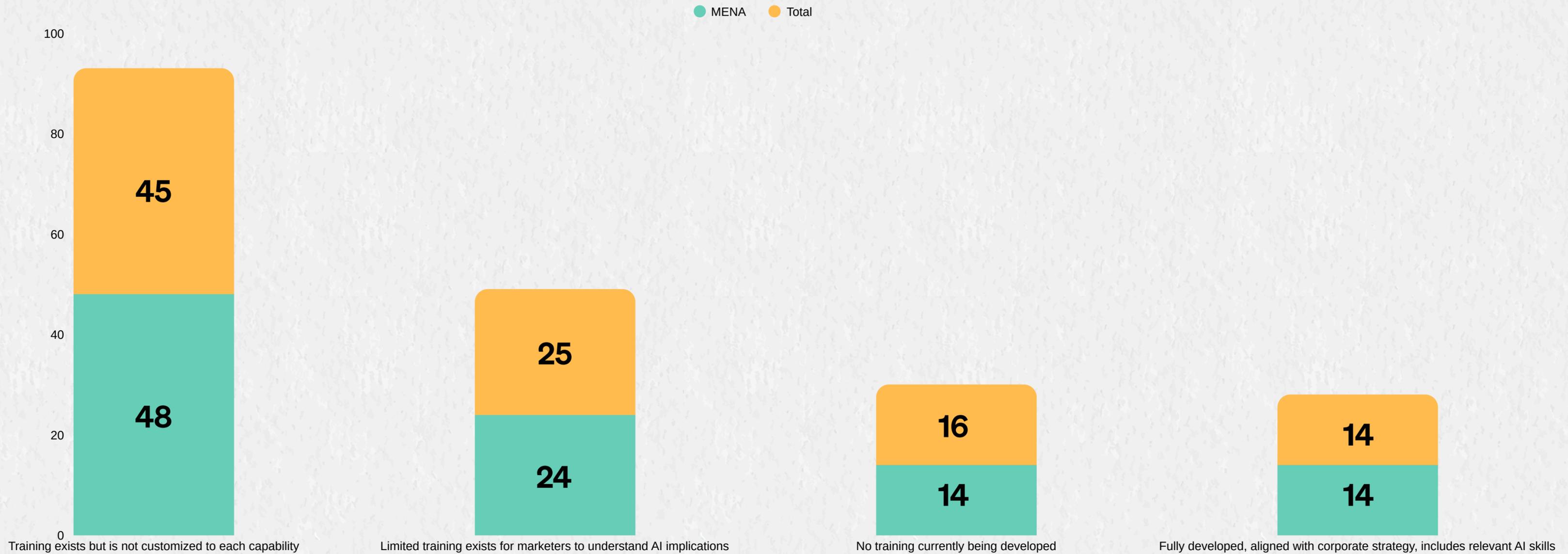
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Processes and information sharing in AI applications

● TOP 2 BOX (NET)   ● Bottom 2 BOX (NET)

MENA: TOP 2 BOX (NET) = 52, Bottom 2 BOX (NET) = 48

TOTAL: TOP 2 BOX (NET) = 44, Bottom 2 BOX (NET) = 56

Q: Does your organization have clearly defined rules and processes to share knowledge</ b, insights and best practices across capabilities and teams when it comes to AI application in marketing and customer experience?

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Training, Skills and Future Plans

AI Training Maturity Levels

MENA · Total

100

80

60

40

20

0

45
48

Training exists but is not customized to each capability

25
24

Limited training exists for marketers to understand AI implications

16
14

No training currently being developed

14
14

Fully developed, aligned with corporate strategy, includes relevant AI skills

Q: Which of the following best describes how your marketing organization is being trained to work with AI?

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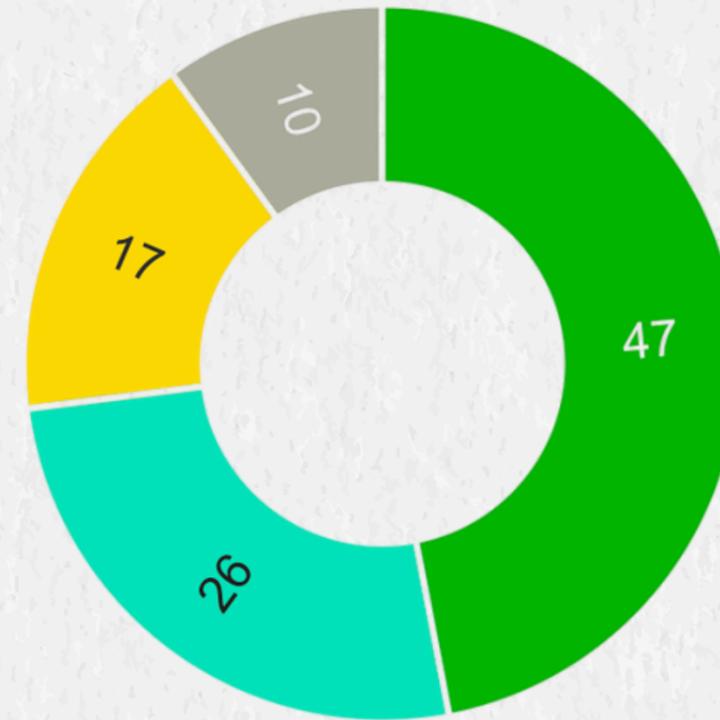Marketing + Media Alliance
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AI capability and recruitment priority

MENA
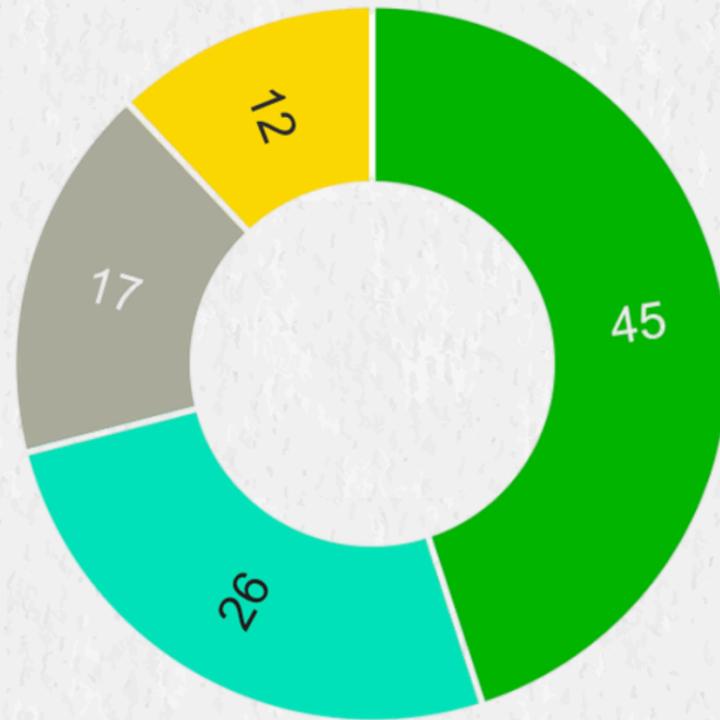
- Very high priority
- High priority
- Some priority
- Low priority

TOTAL

- Very high priority
- High priority
- Some priority
- Low priority

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AI Capabilities Strategy: Upskilling is dominant, Hiring is limited

Total ● MENA ●

Other (Specify)
- Total: 5
- MENA: 2

Hiring new talent
- Total: 21
- MENA: 24

Upskilling existing employees
- Total: 85
- MENA: 86

Axis: 0 — 20 — 40 — 60 — 80 — 100
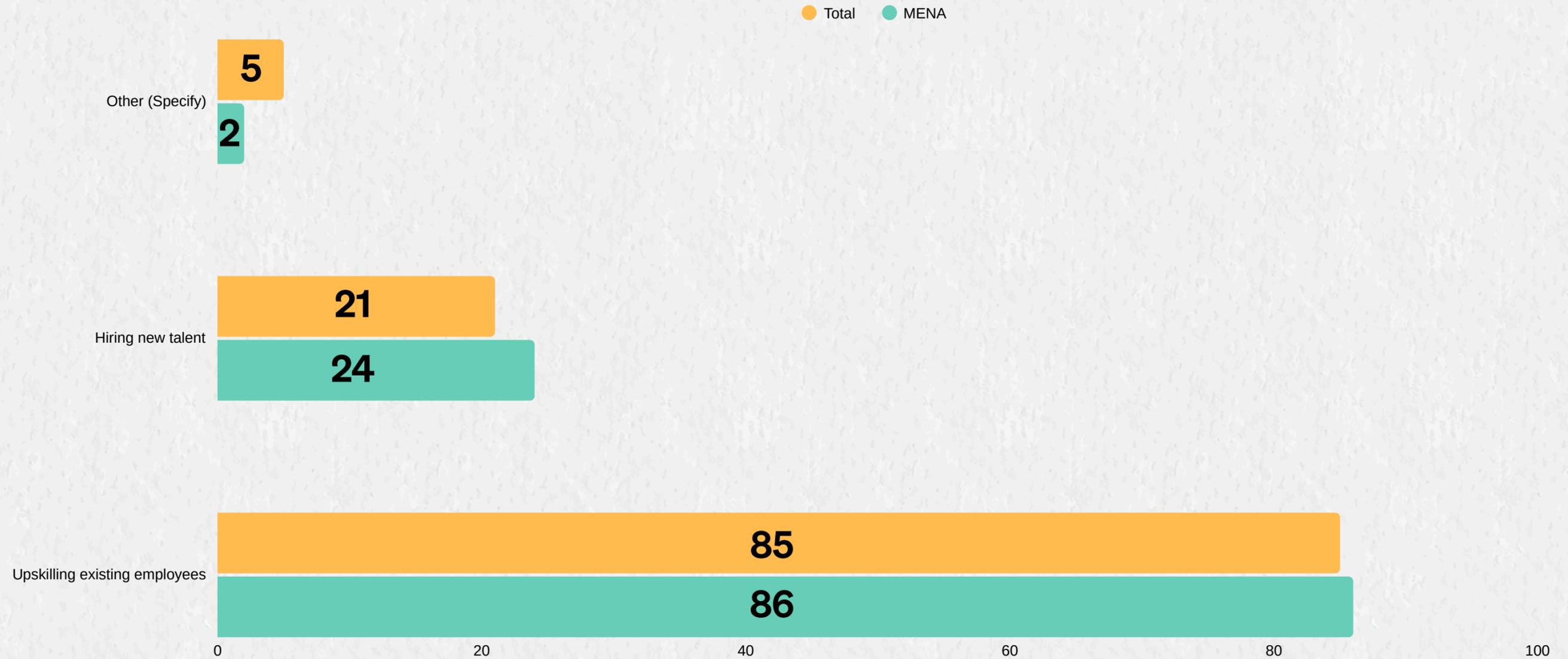
Q: Which areas of AI talent will your organization prioritize in the next 12–18 months?

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THANK YOU!