



# From Campaigns to Business Value: How AI Will Transform Marketing

Wednesday, January 21, 2026  
12:00pm – 1:00pm EST





**828**

MMA Member  
Companies Globally

**145**

CMOs on MMA Boards  
Globally

**16**

Countries MMA  
Operates In

**50+**

On MMA Global + North  
America  
Boards

The leading trade  
association for  
marketing.

**300,000+**

Marketers Worldwide Represented by  
MMA Member Organizations

**MMA Members Include:**



# Our Mission

MMA is focused on advancing the future of marketing.

We are here to lead a total transformation by building the future of marketing growth, significantly improving Marketing's contribution to business and customers, thereby raising the stature & gravitas of CMOs and Marketers.

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We **uncover revolutionary ideas** that empower marketers to deliver on their company's growth agenda.

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We support **data-driven decision-making** by maintaining tracking studies & developing benchmark datasets.

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We **bring the industry together to drive change** through research consortiums and execute in-market experiments to prove step-function improvements.

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# The 10 Major Things MMA Marketer Members Get in 2026

Ten major knowledge and learning opportunities—plus **one that goes to eleven**. All grounded in evidence. All designed to make CMOs better at creating value.



Learn more at  
**[mmaglobal.com/wyg10](https://mmaglobal.com/wyg10)**

# Agenda for Today's Session

5 Minutes

## Opening Remarks

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**Greg Stuart**  
Chief Executive Officer  
**MMA**  
Marketing + Media Alliance

25 Minutes

## Presentation

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**Vassilis Bakopoulos**  
SVP, Head of Industry Research  
**MMA**  
Marketing + Media Alliance



**Janet Balis**  
Managing Director and Partner  
**BCG**

25 Minutes

## Panel Discussion and Audience Q&A

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**Lara Balazs**  
Chief Marketing Officer and  
Executive Vice President, Global  
Marketing

**Adobe**



**Marisa Thalberg**  
EVP Chief Customer & Marketing Officer

**Catalyst**  
Brands



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# AI Disruption of Marketing Operating Models

How will AI change the way we drive growth  
and value in our companies?



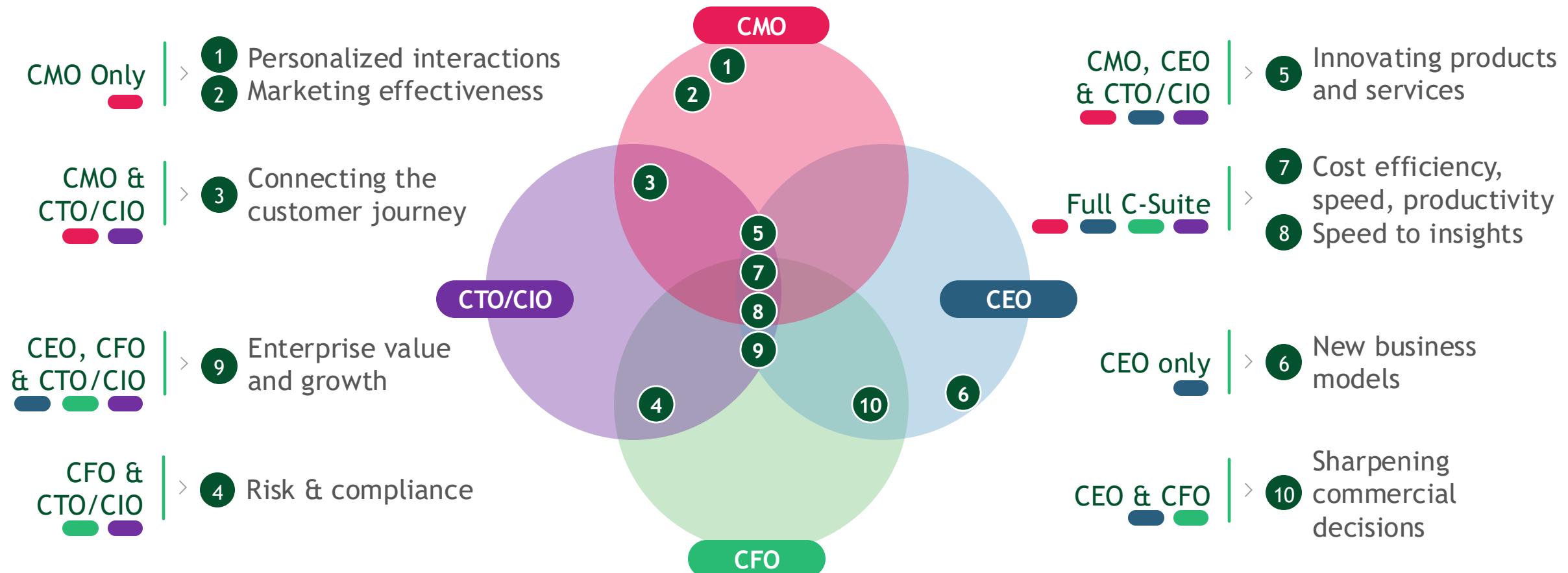
# The big questions

*Key questions explored in the 2025 MMA-BCG AI Disruption of the Marketing Operating Model Survey*

- 1 > How does the C-suite think about AI adding value in companies?
- 2 > Do CMOs think their agency partners are ready to embrace AI at scale?
- 3 > Which specific workflows and content types will the greatest disruption most quickly in creative and media?
- 4 > What are the biggest shifts in the mix of how the work of marketing will really get done?

# The C-Suite is not always aligned on the value that AI brings to companies

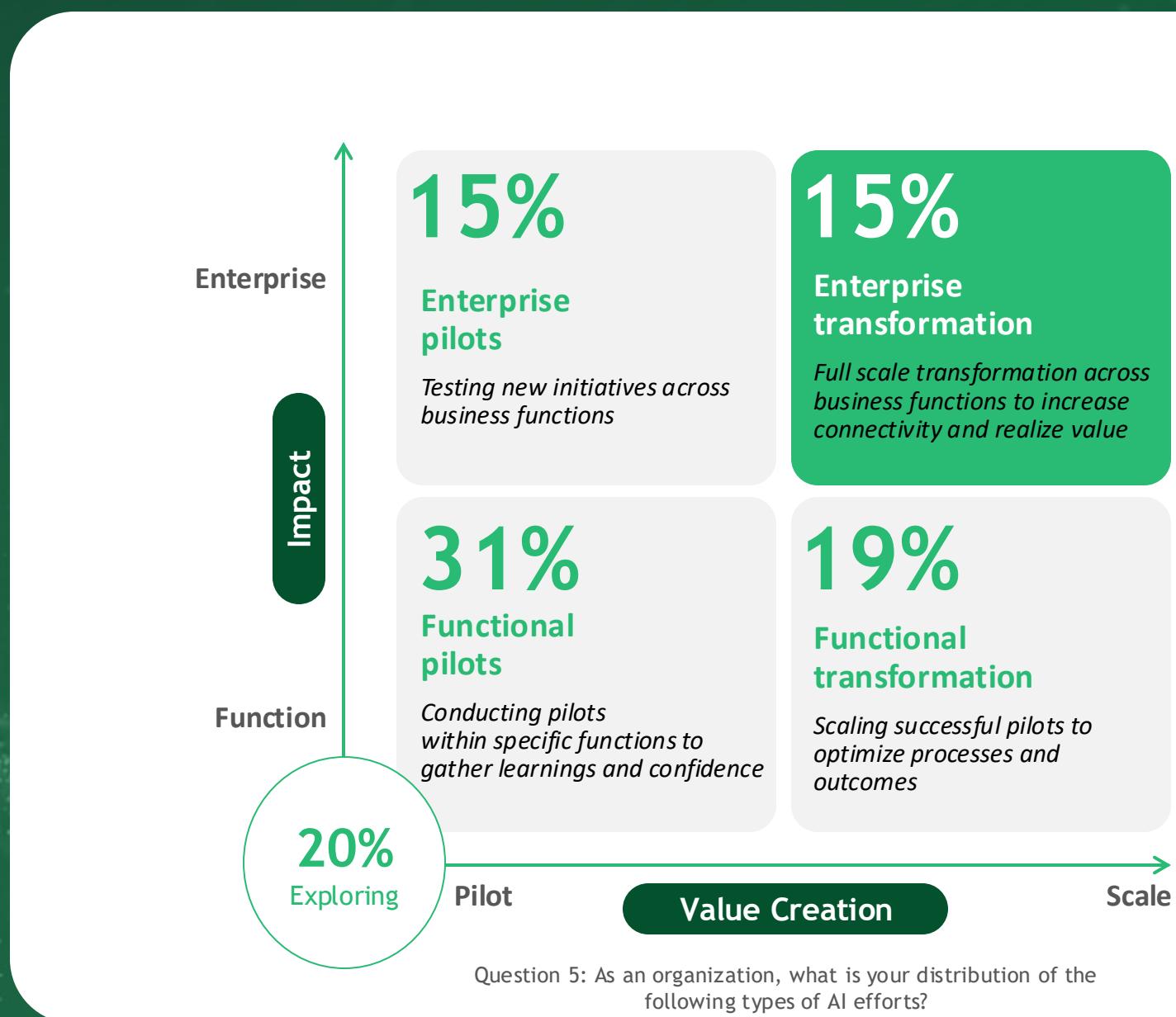
**Q1-4:** What do you think is the most important value AI will bring to your company in the next 2-3 years?



Note: only values over 25% are shown  
Question 1-4: "What do you think is the most important value AI will bring to your company in the next 2-3 years?"  
Source: 2025 MMA-BCG AI Disruption on the Marketing Operating Model Survey (N = 58)



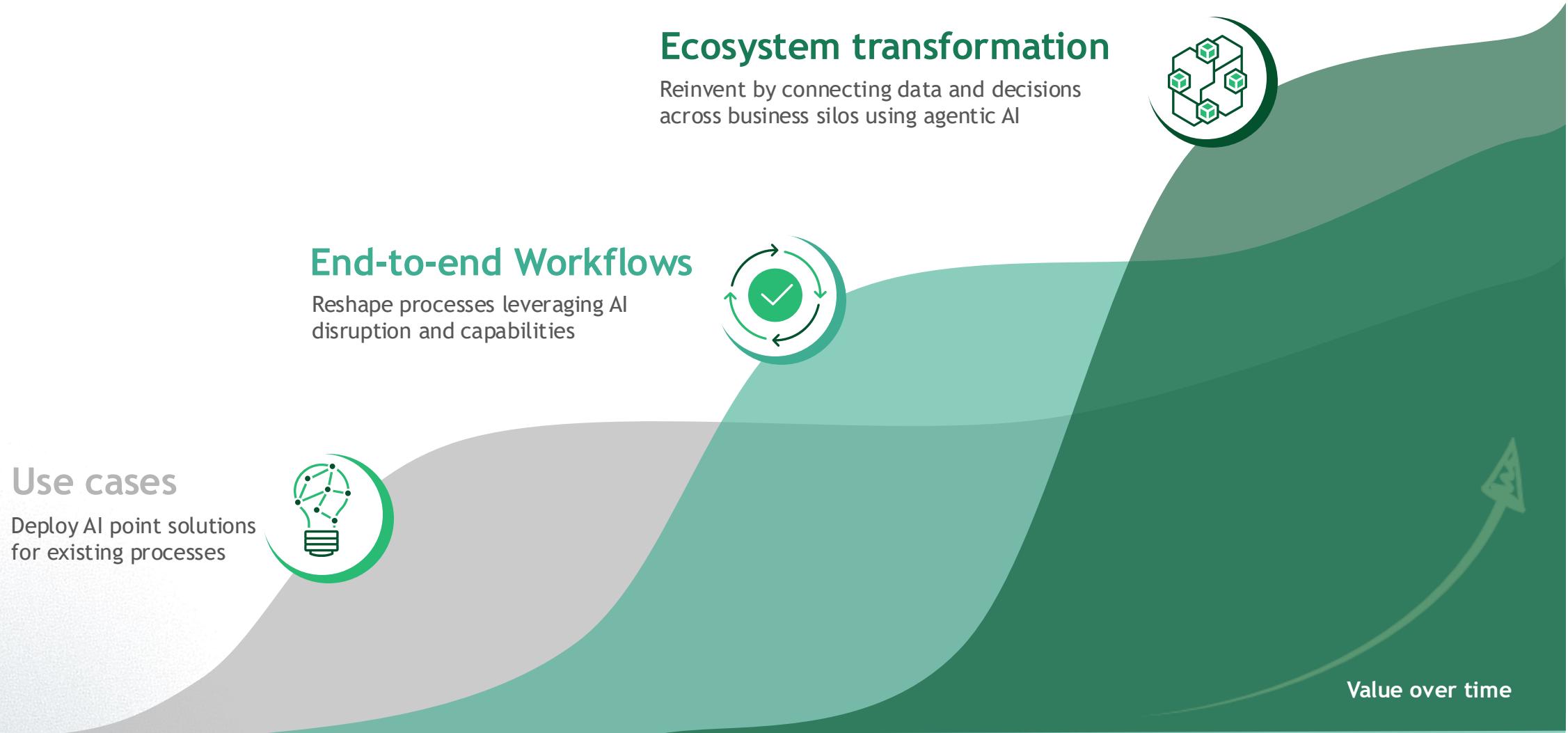
Most companies are still in exploratory or pilot mode with only 15% of initiatives at scale and cross-functional



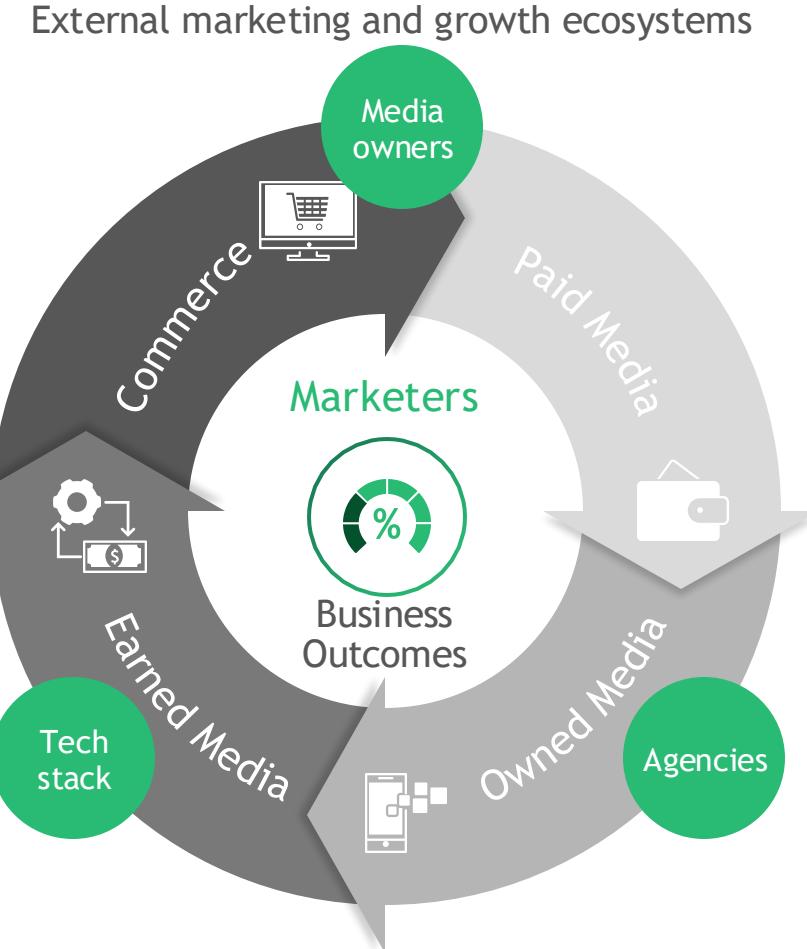
Note: Average of scores are shown; numbers may not round up to 100

Source: 2025 MMA-BCG AI Disruption on the Marketing Operating Model Survey (N = 58)

# As the aperture widens, connectivity creates value across the enterprise



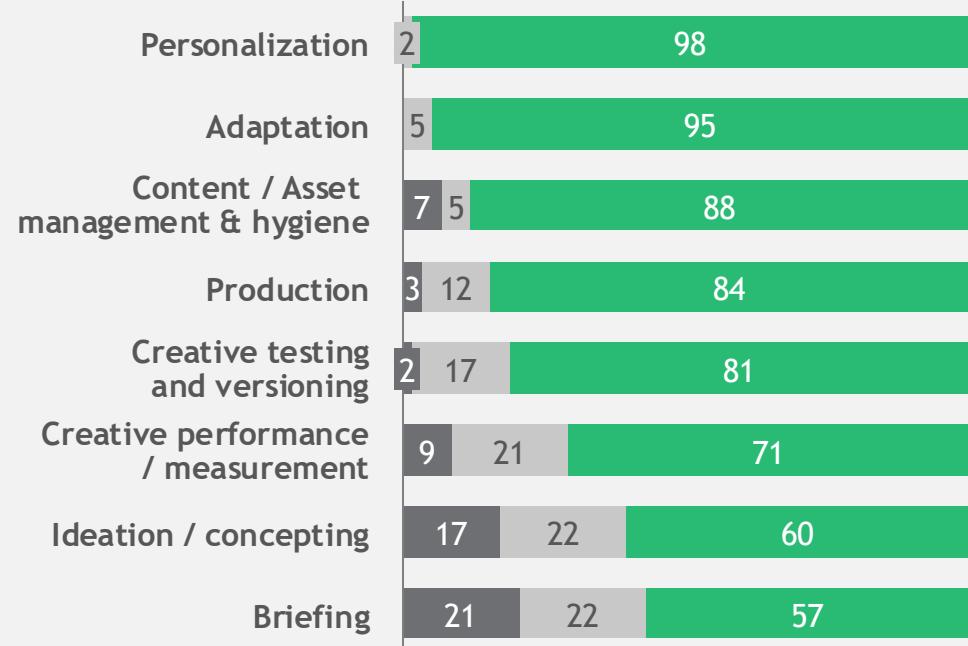
In marketing specifically, thinking bigger allows us to integrate more holistically across business silos - both internally and externally



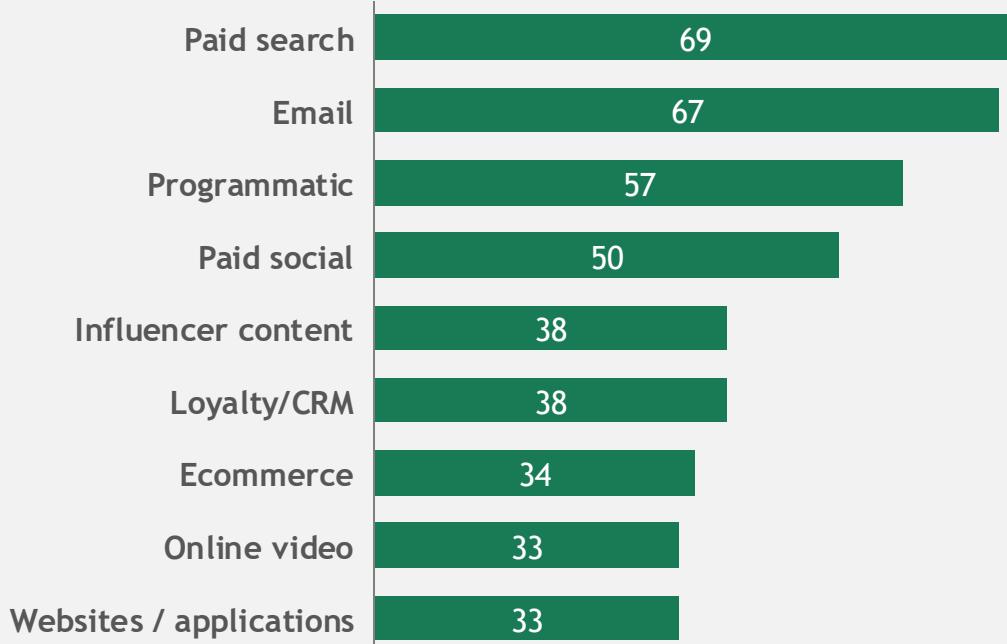
# Creative workflows | 58% of CMOs believe most creative workflows will be conducted by AI in 2-3 years, but non-linear processes are less disrupted

## Anticipated AI disruption of workflows

■ Highly unlikely and unlikely ■ Neutral ■ Likely and highly likely



## Most impacted content types in creative



Question 17: "What percentage of your creative/content workflows will be conducted by AI in 2-3 years?"

Question 18: "How dramatically do you think AI will change your creative/content workflows for each of the following in 2-3 years?"

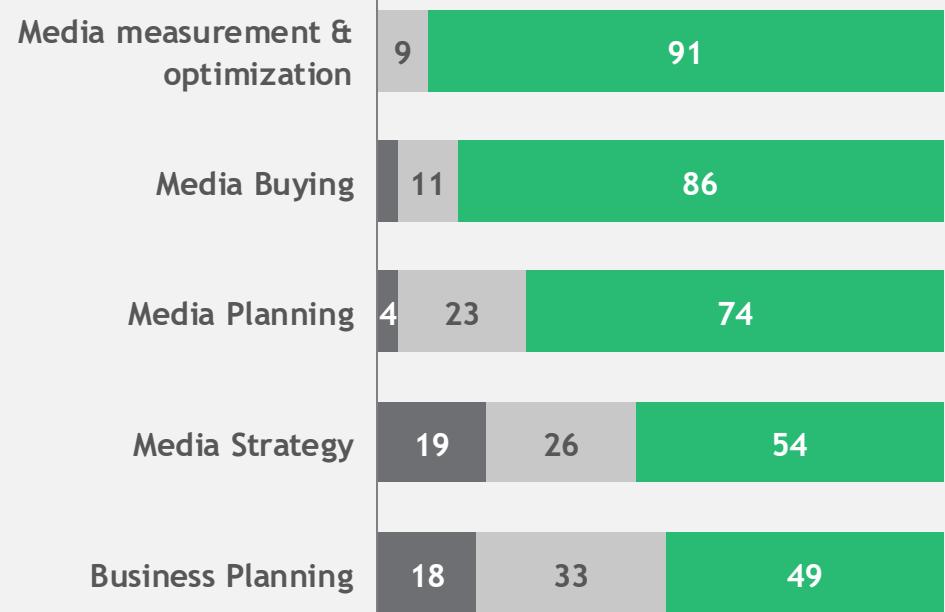
Question 19: "Which content types will be disrupted by AI the most in CREATIVE/CONTENT workflows in the next 2-3 years?"; only showing respondents with 20% or more

Source: 2025 MMA-BCG AI Disruption on the Marketing Operating Model Survey (N = 58)

# Media workflows | 59% of CMOs believe that their key media workflows will be conducted by AI in 2-3 years, but strategic activities are less disrupted

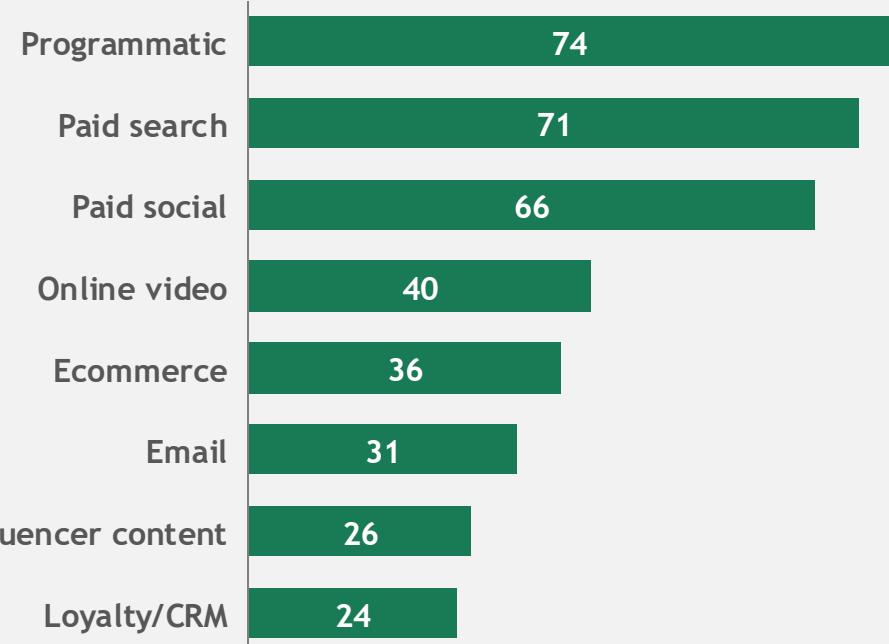
## Anticipated AI disruption of workflows

Highly unlikely and unlikely   Neutral   Likely and highly likely



% Respondents

## Most impacted content types in media



% Respondents

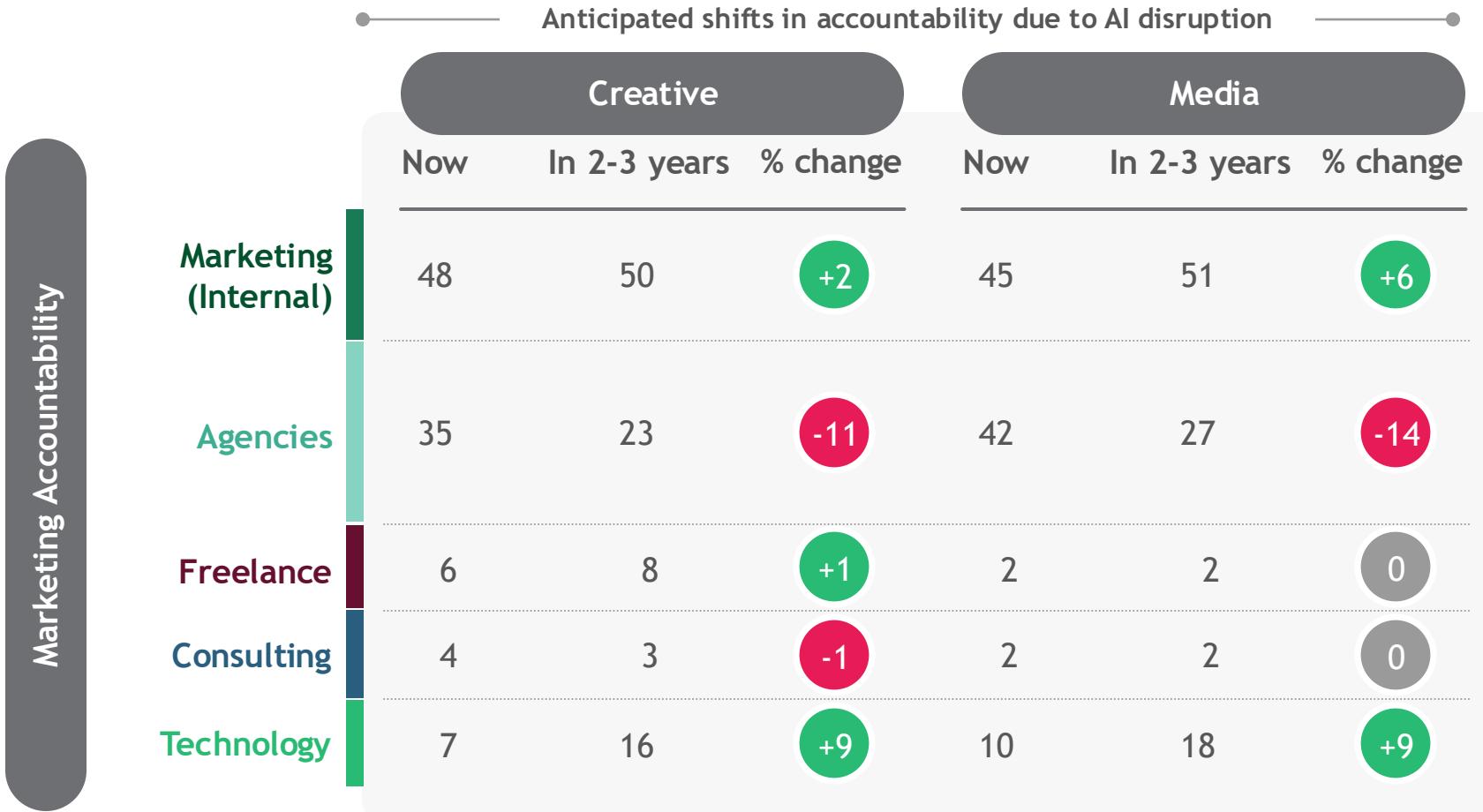
Question 20: "What percentage of your media workflows will be conducted by AI in 2-3 years?"

Question 21: "How dramatically do you think AI will change your media workflows for each of the following in 2-3 years?"; N=57 for this question

Question 22: "Which content types will be disrupted by AI the most in MEDIA workflows in the next 2-3 years?"; only showing respondents with 20% or more

Source: 2025 MMA-BCG AI Disruption on the Marketing Operating Model Survey (N = 58)

# The mix of accountability for getting the marketing job done is expected to shift materially from agencies to technology in 2-3 years



Question 8 and Question 10: "Do you think your creative / media agencies are using AI at scale today?" "Do you think your media agencies are using AI at scale today?"  
 Question 13-15: "What is the mix of accountability for the work of creative/content OR media in marketing at your company today?"  
 Question 14-16: "As AI accelerates, how will the mix of accountability change for the work of creative/content OR media in marketing at your company in 2-3 years?"  
 Source: 2025 MMA-BCG AI Disruption on the Marketing Operating Model Survey (N = 58)

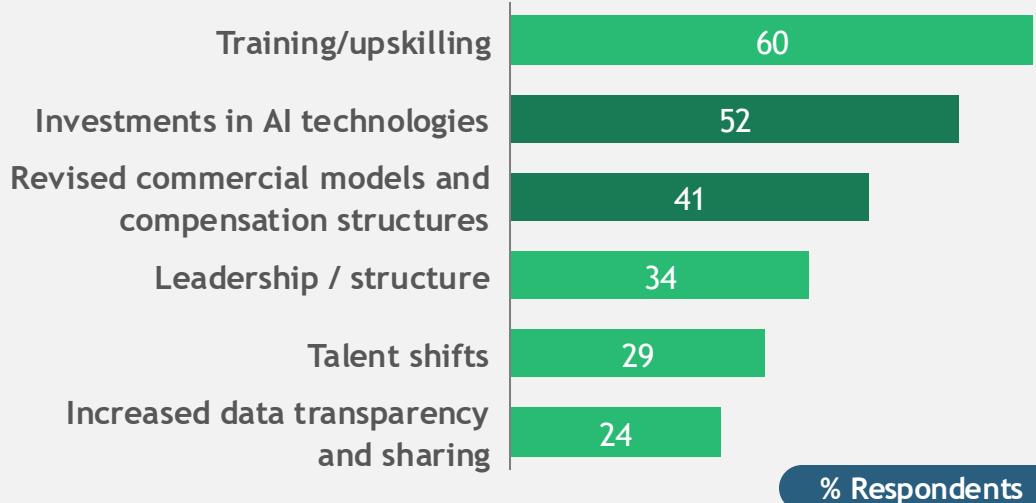
86% of the CMOs surveyed indicated their Creative agencies are not prepared to scale AI

67% of the CMOs surveyed indicated their Media agencies are not prepared to scale AI

# Most marketing leaders think agencies are behind on AI, highlighting tech investments and commercial incentives as critical shifts

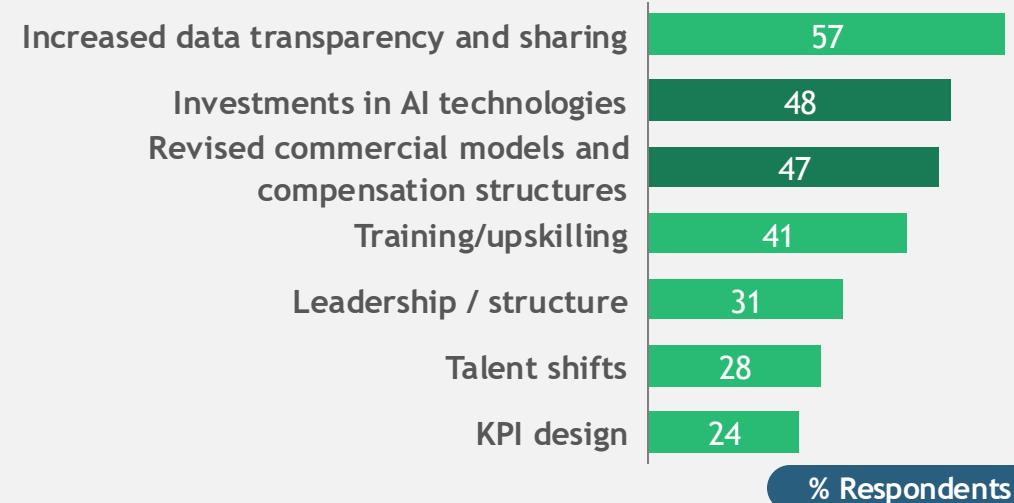
## Biggest opportunities for agencies to close the AI gap

### Creative Agencies



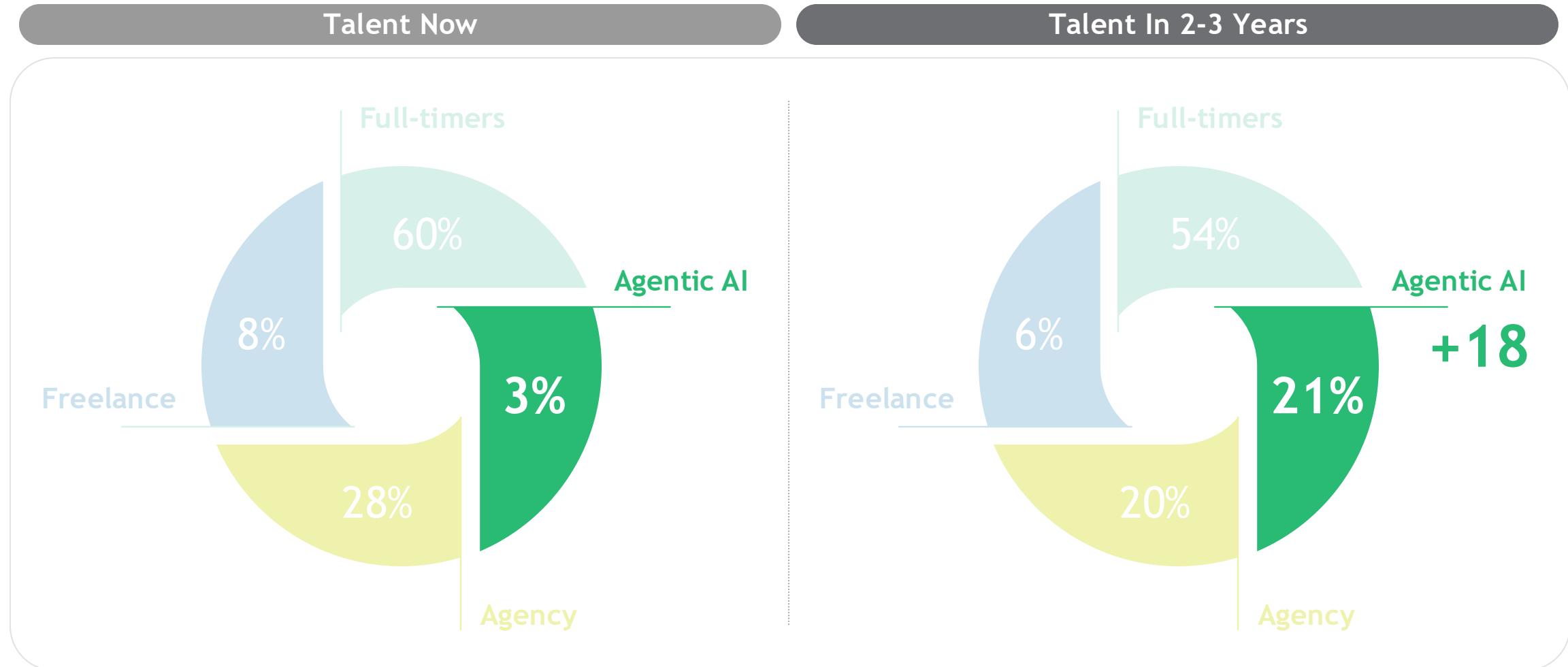
For creative agencies, it's about better use of AI tools by creatives

### Media Agencies



For media agencies, data and technology are key to fuel end-to-end media processes accelerated with AI

Agentic AI is anticipated to become over one-fifth of the talent mix in the next several years, dramatically changing the leadership and management agenda



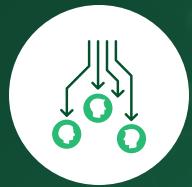
Note: Numbers may not round up to a 100 due to rounding and excluding the "other" option which is 1% or less of the total

Question 23: "What mix of marketing talent do Marketing today at your company overall?"

Question 24: "As AI accelerates, what mix of marketing talent will do Marketing at your company in the next 2-3 years?"

Source: 2025 MMA-BCG AI Disruption on the Marketing Operating Model Survey (N = 58)

# We have immediate opportunities as marketing and growth leaders



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Think bigger to create value faster and push past pilots as default



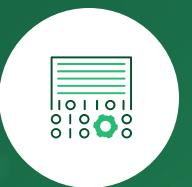
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Pick end-to-end workflows and content types where we know AI will scale faster



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Rethink talent strategy and processes with agentic AI, dovetailing humans with technology



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Build stronger partnerships and wiring across ecosystems to embrace AI as part of a new holistic operating model

## Panel Discussion and Audience Q&A



**Vassilis Bakopoulos**

SVP, Head of Industry Research



**Janet Balis**

Managing Director and Partner



**Lara Balazs**

Chief Marketing Officer and  
Executive Vice President, Global  
Marketing



**Marisa Thalberg**

EVP Chief Customer & Marketing Officer



# / Thank you!

Contact us at

[membership@mmaglobal.com](mailto:membership@mmaglobal.com)

with any questions.



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