



From Campaigns to Business Value: How AI Will Transform Marketing



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



The leading trade association for marketing.

828

MMA Member Companies Globally

16

Countries MMA Operates In

300,000+

Marketers Worldwide Represented by MMA Member Organizations

145

CMOs on MMA Boards Globally

50+

On MMA Global + North America Boards

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.

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

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

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

Agenda for Today's Session

5 Minutes

Opening Remarks



Greg Stuart

Chief Executive Officer



25 Minutes

Presentation



Vassilis Bakopoulos

SVP, Head of Industry Research



Janet Balis

Managing Director and Partner



25 Minutes

Panel Discussion and Audience Q&A



Lara Balazs

Chief Marketing Officer and
Executive Vice President, Global
Marketing



Marisa Thalberg

EVP Chief Customer & Marketing Officer





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

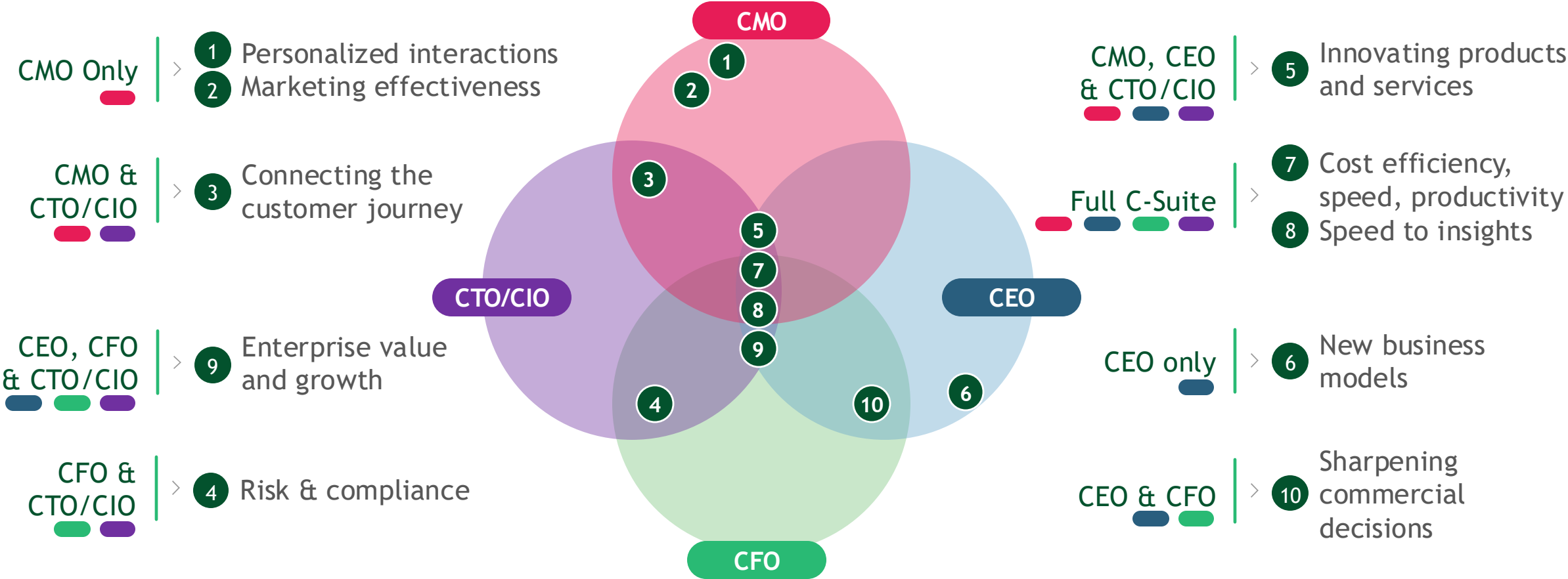
> Which specific workflows and content types will the greatest disruption most quickly in creative and media?

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

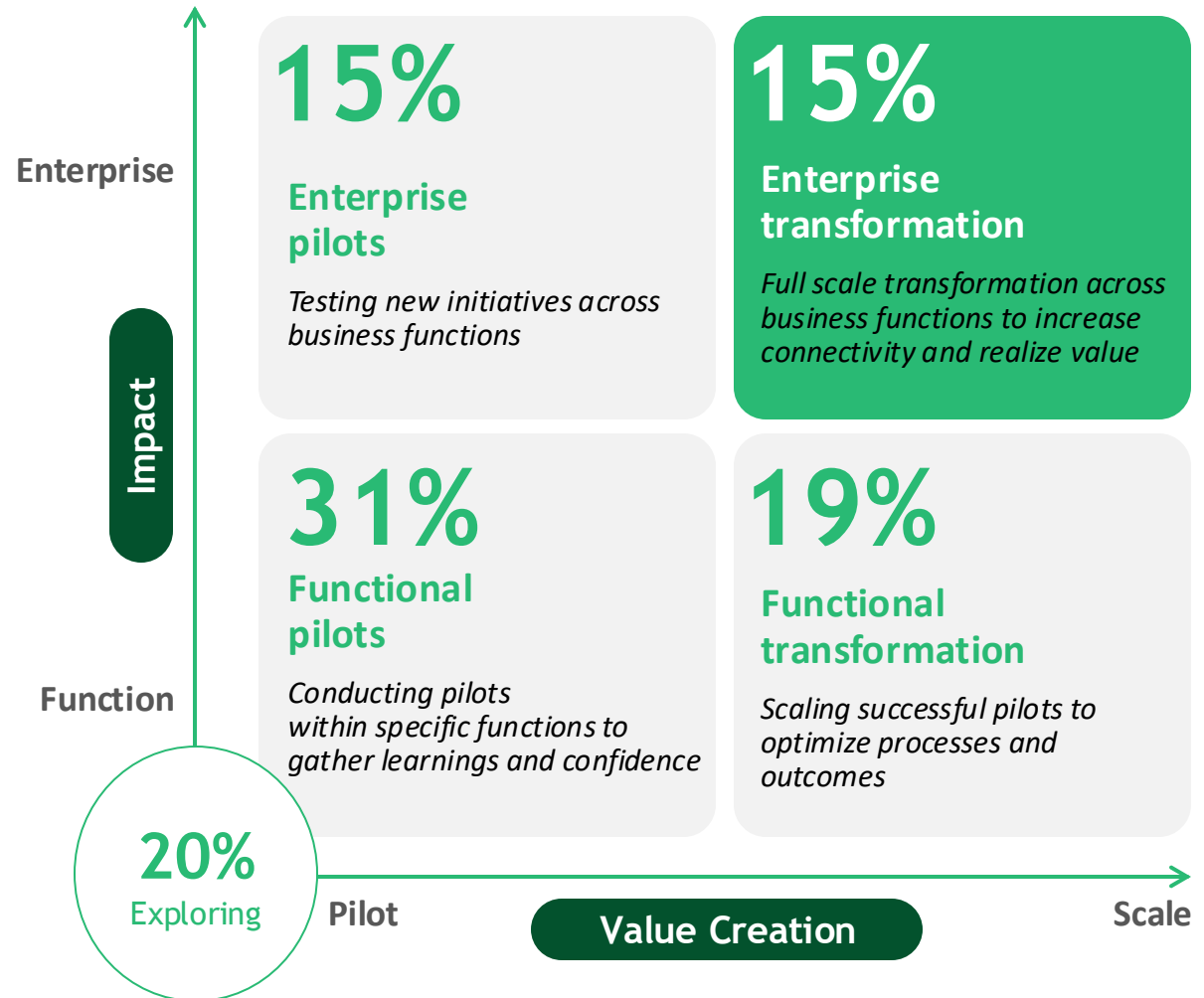
Q1-4: What do you think is the most important value AI will bring to your company in the next 2-3 years?



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)

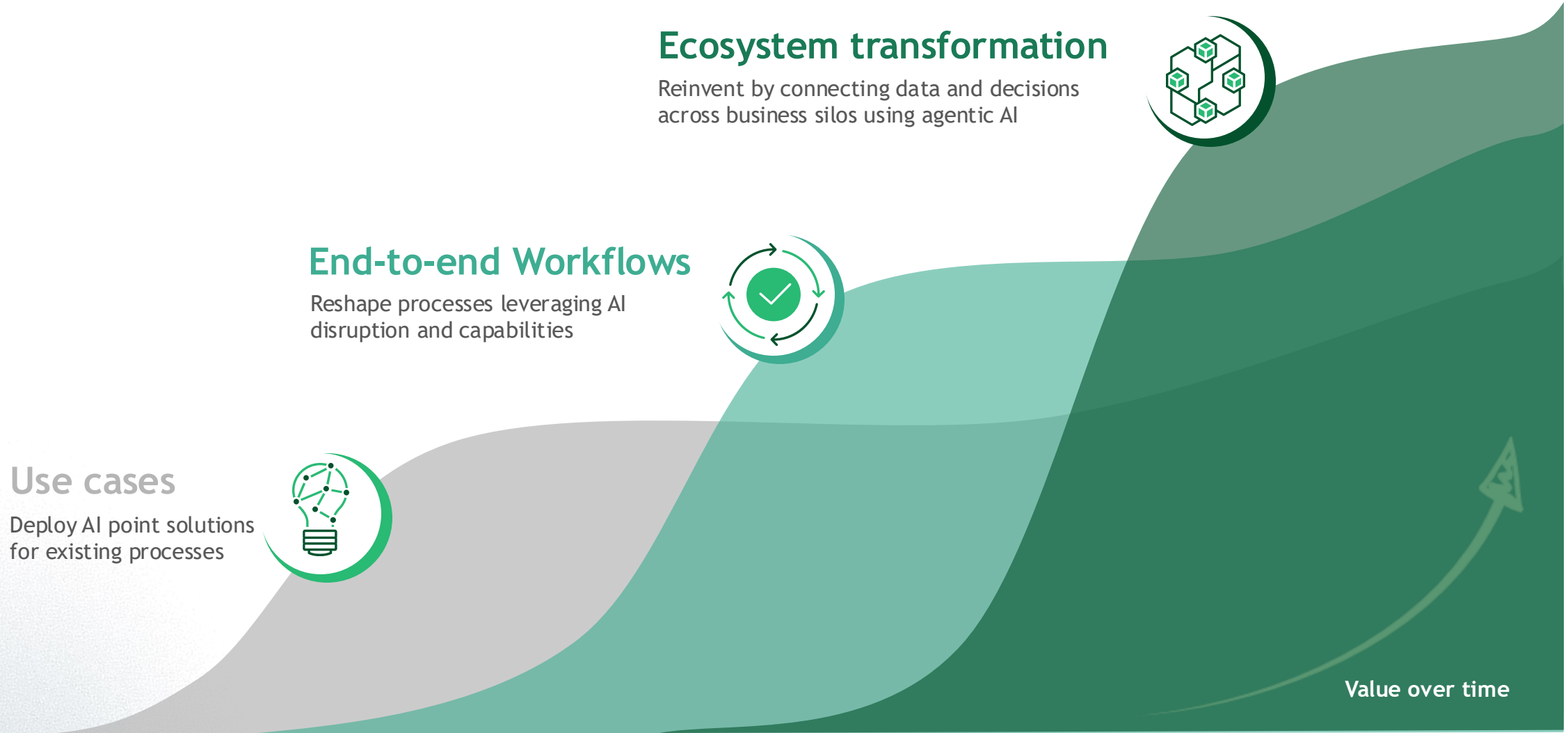


Most companies are still in exploratory or pilot mode with only 15% of initiatives at scale and cross-functional



Question 5: As an organization, what is your distribution of the following types of AI efforts?

As the aperture widens, connectivity creates value across the enterprise

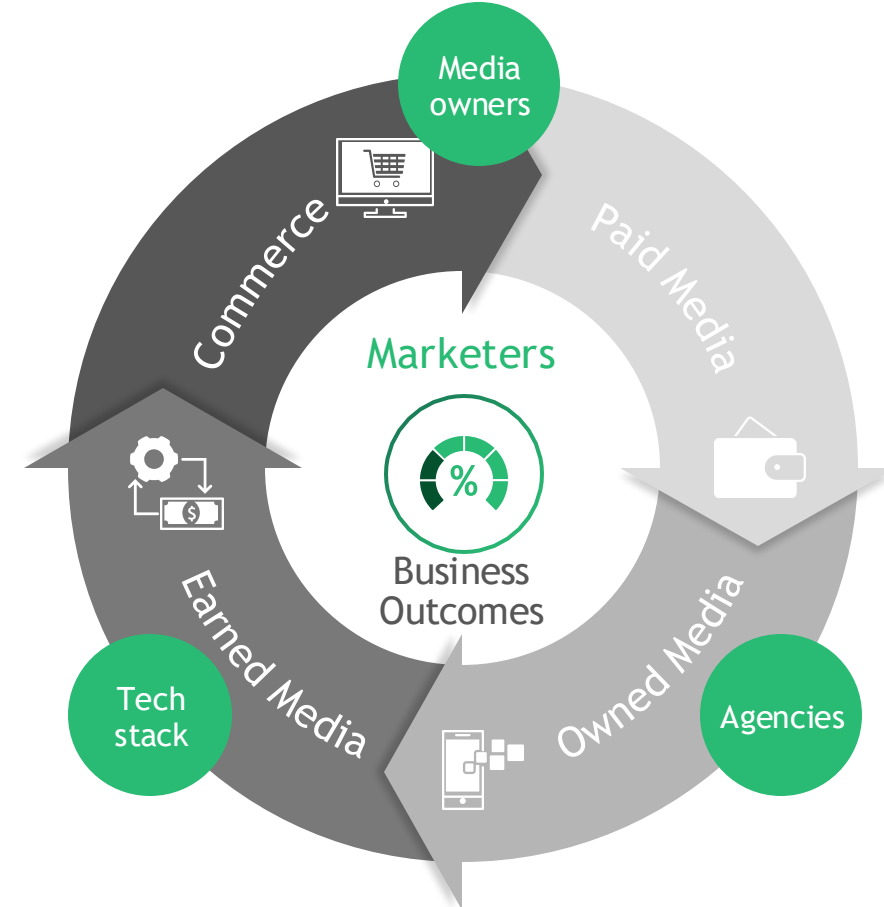


In marketing specifically, thinking bigger allows us to integrate more holistically across business silos - both internally and externally

Internal marketing and growth ecosystems

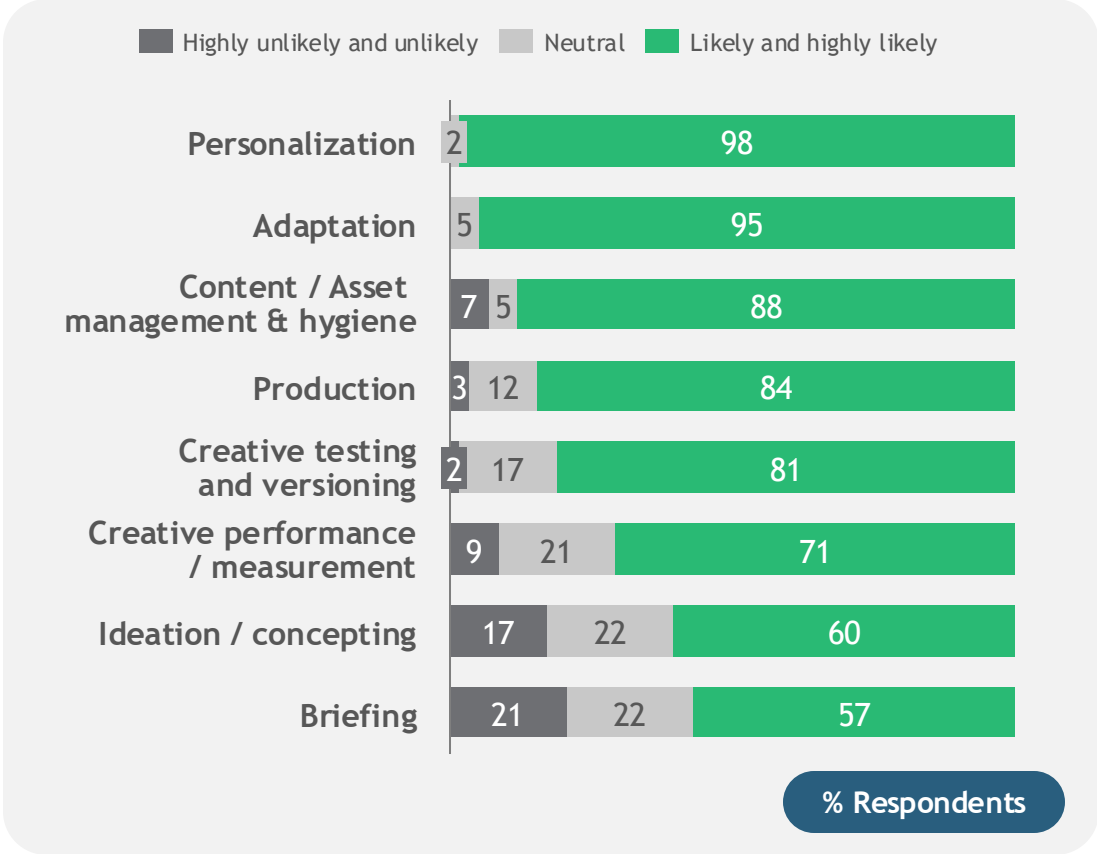


External marketing and growth ecosystems

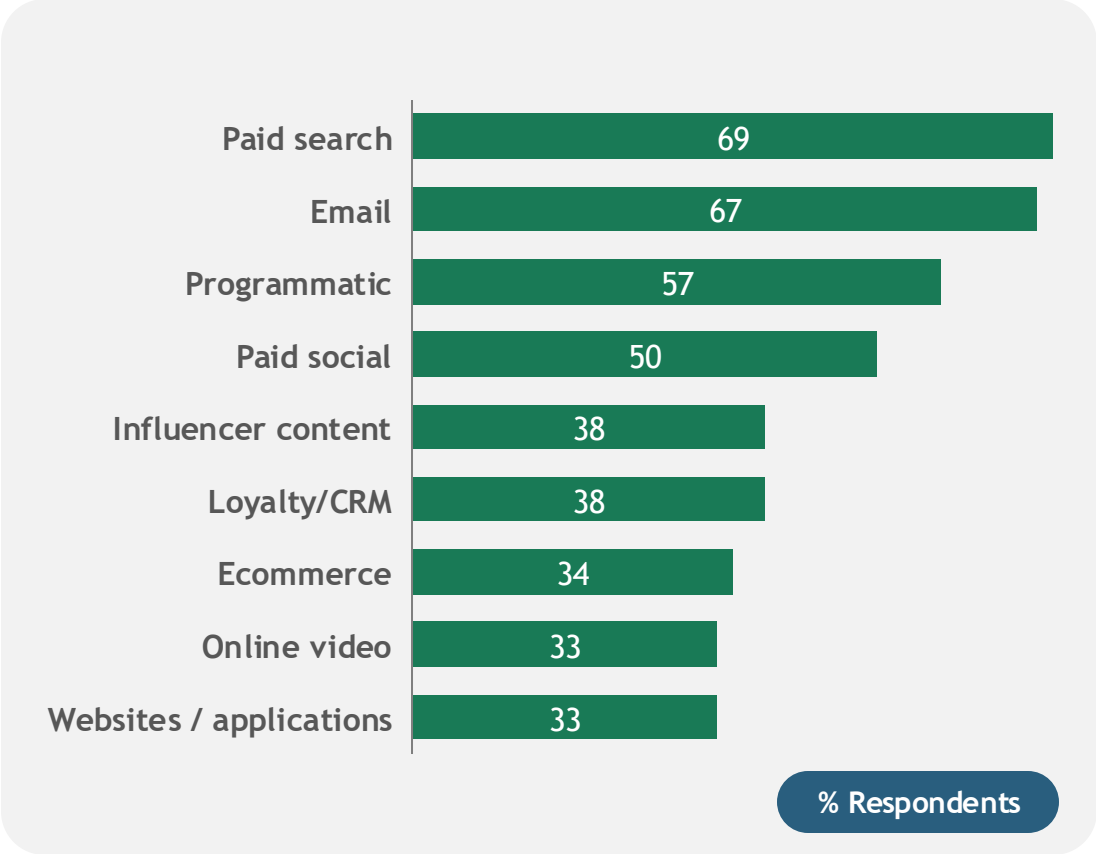


Creative workflows | 58% of CMOs believe most creative workflows will be conducted by AI in 2-3 years, but non-linear processes are less disrupted

Anticipated AI disruption of workflows



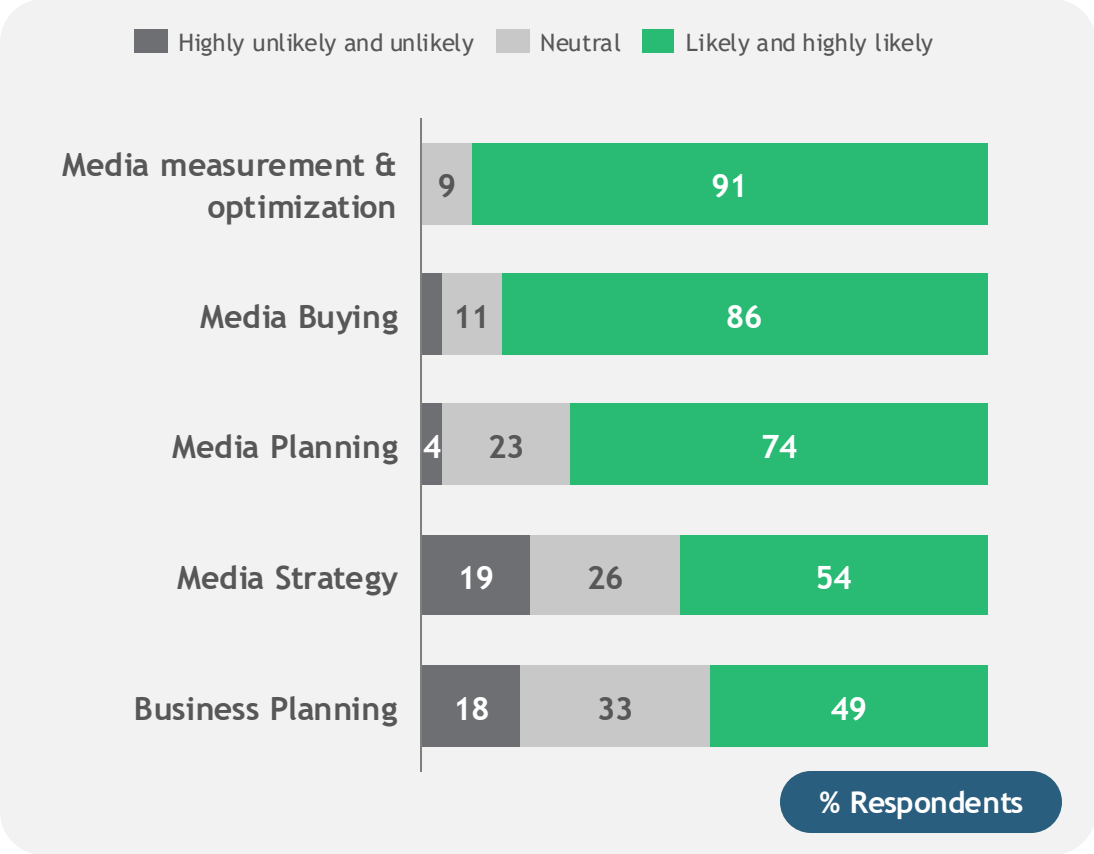
Most impacted content types in creative



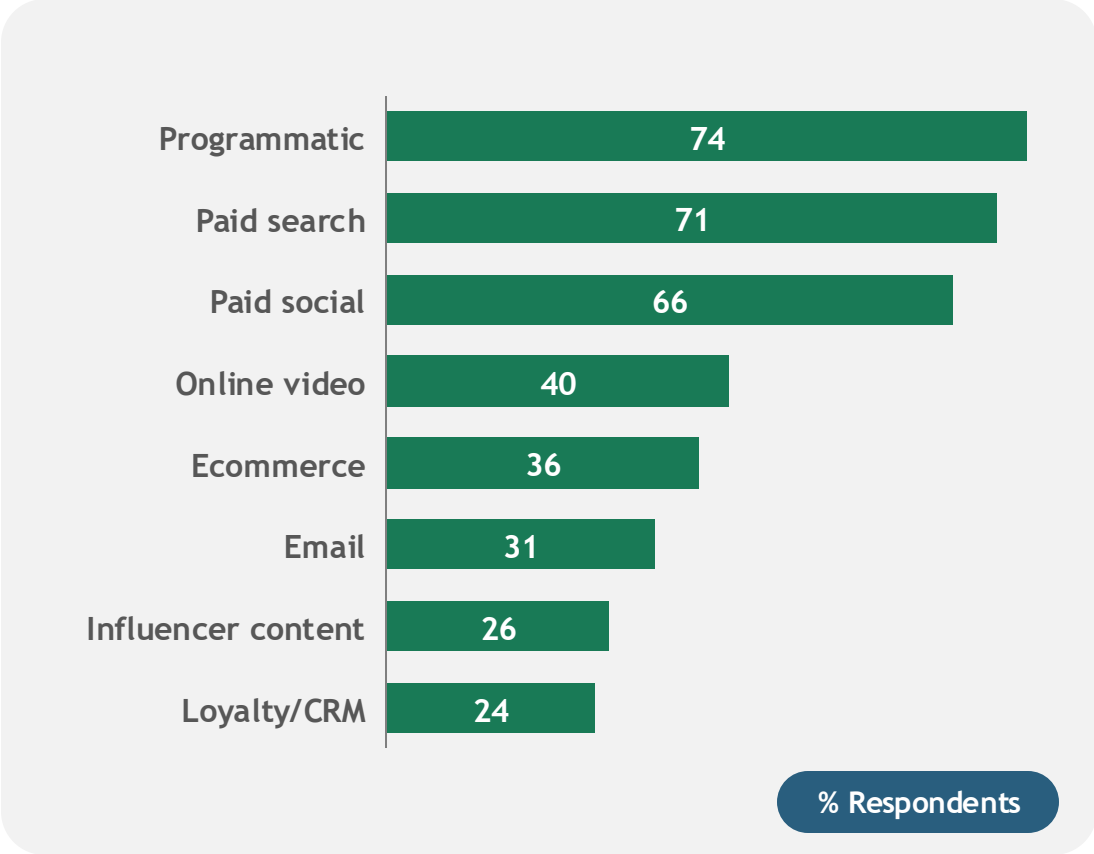
Question 17: "What percentage of your creative/content workflows will be conducted by AI in 2-3 years?"
Question 18: "How dramatically do you think AI will change your creative/content workflows for each of the following in 2-3 years?"
Question 19: "Which content types will be disrupted by AI the most 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



Most impacted content types in media



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

Marketing Accountability

Anticipated shifts in accountability due to AI disruption						
	Creative			Media		
	Now	In 2-3 years	% change	Now	In 2-3 years	% change
Marketing (Internal)	48	50	+2	45	51	+6
Agencies	35	23	-11	42	27	-14
Freelance	6	8	+1	2	2	0
Consulting	4	3	-1	2	2	0
Technology	7	16	+9	10	18	+9

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

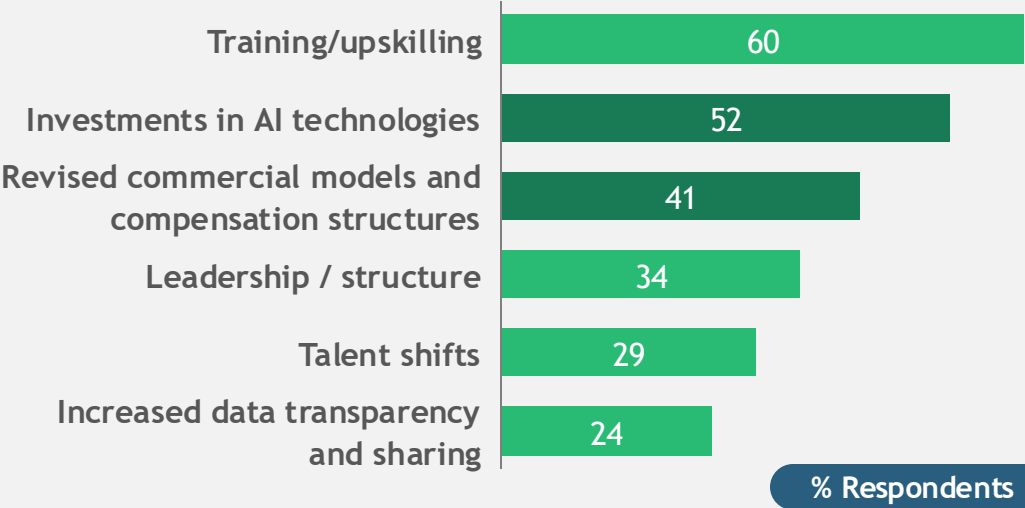
67% of the CMOs surveyed indicated their Media agencies are not prepared to scale AI

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)

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

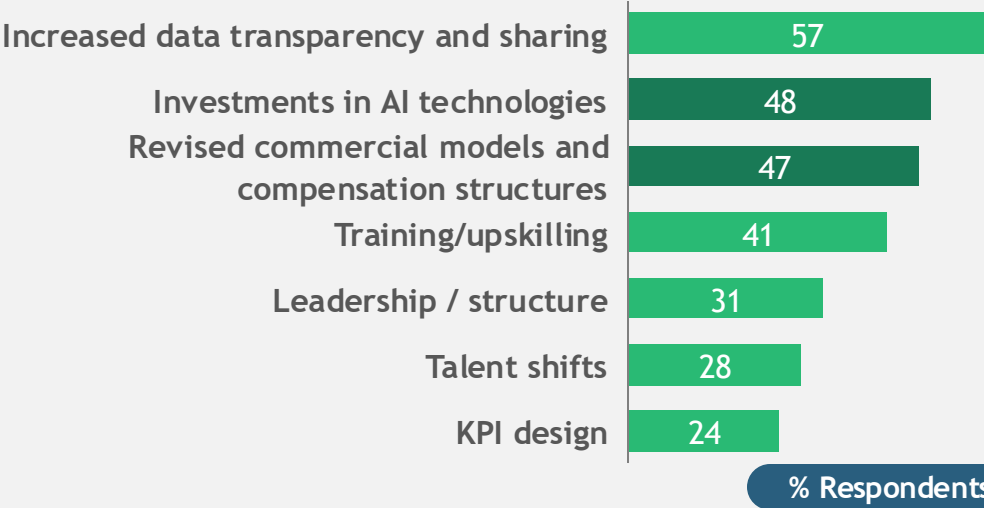
Biggest opportunities for agencies to close the AI gap

Creative Agencies



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

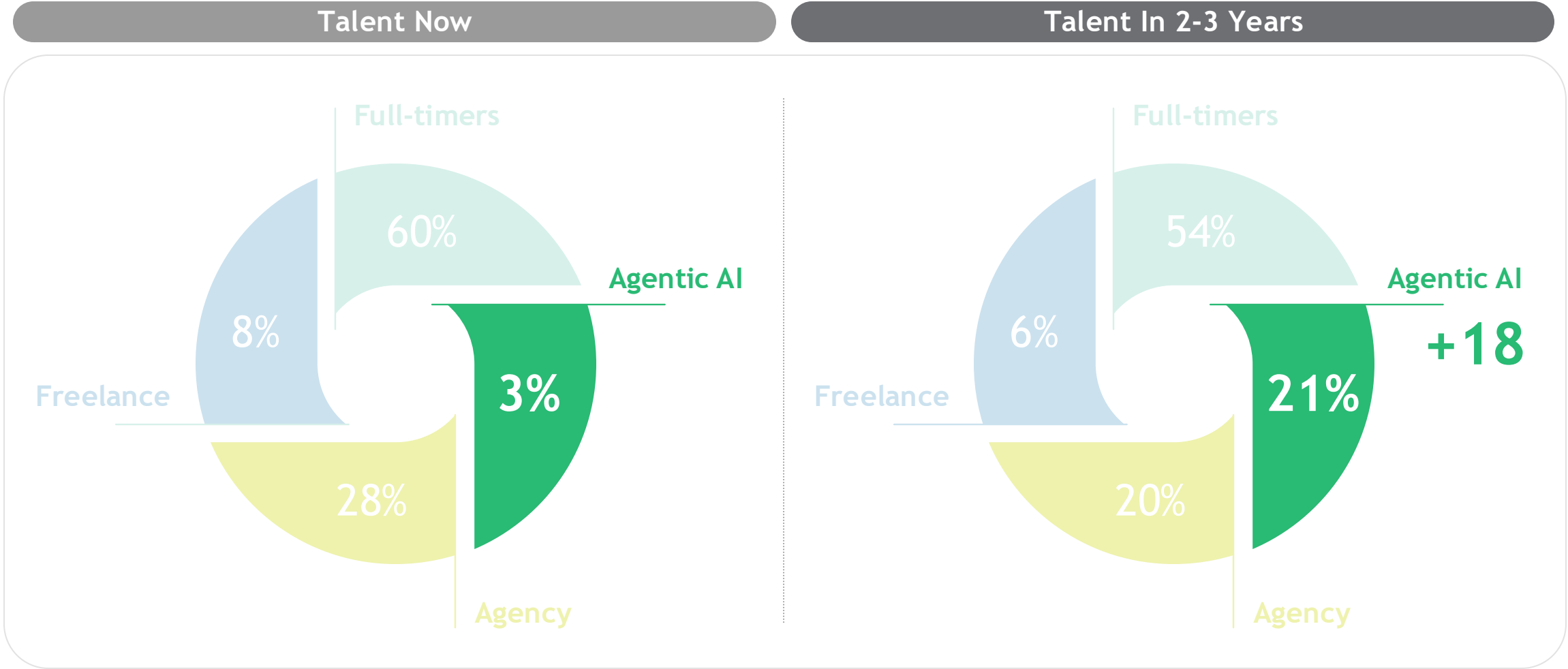
Media Agencies



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

Question 9 and Question 11: "What will enable your creative / media agencies to successfully adopt and deploy AI to work as a better partner with you?"
Source: 2025 MMA-BCG AI Disruption on the Marketing Operating Model Survey (N = 58)

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



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



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



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



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



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Chief Marketing Officer and
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Marisa Thalberg

EVP Chief Customer & Marketing Officer



/ Thank you!

Contact us at
membership@mmaglobal.com
with any questions.



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