

DOI: <https://doi.org/10.63332/joph.v5i3.852>

# Adoption and Usability of Artificial Intelligence in Marketing Content Creation

Narcisa Medranda Morales<sup>1</sup>

## Abstract

*This article aims to analyze the adoption and usability of Artificial Intelligence (AI) in digital marketing content creation, simultaneously addressing associated perceptions, challenges, and ethical considerations. A mixed methodology was developed using a descriptive-exploratory approach, applying a digital survey to 470 users and complemented by a focus group composed of six advertising agencies and company experts. The results indicate a high degree of adoption of AI-based tools, highlighting their ease of use and benefits in productivity, operational efficiency, and strategic optimization. At the ethical level, significant concerns about authorship, content originality, and potential algorithmic biases emerged. It is concluded that although AI is widely accepted in the sector, ethical and operational challenges remain. Ongoing technology training programs and the development of clear ethical guidelines are recommended to ensure these tools' sustainable and responsible adoption in contemporary marketing.*

**Keywords:** Artificial Intelligence, Digital Marketing, Technology Usability, Ethics, Content Creation, Technology Adoption.

## Introduction

Artificial Intelligence (AI) has broadly evolved the revolution of industries; it has given countless tools and strategies to marketing since it offers automated and personalized solutions that improve the efficiency and effectiveness of communication strategies. In this sense, Russel & Norvig (2020) point out that AI has the capacity of a machine that imitates human cognitive functions that make it learn, reason, and simultaneously solve problems; this process allows it to make decisions. In marketing, AI is used to analyze large amounts of data, observe and predict consumer behavior, and generate relevant content for the audience. AI adoption in marketing

Companies have been called to adopt artificial intelligence (AI) in marketing campaigns, given that, since 2020, there has been an exponential growth in AI tools for advertising marketing that seeks to boost the potential of companies to optimize strategies and results. Recent studies point to a significant increase in investment in AI; for example, the global AI market (not just in marketing) was valued at USD 638 billion in 2024 and could reach around USD 3.68 trillion by 2034, according to Gündüzyeli (2024). This leads to thinking about marketing from the automation and data-driven decision-making perspective. On the other hand, it is also evident that although the figures have moved considerably, there is still much to be done since the implementation of AI in marketing is still considered incipient. Jain & Kumar (2024). Although many companies worldwide have opted to include AI in their marketing strategies, many organizations are still in the early stages of adoption. Companies consider several factors when including AI in their strategy, such as how AI revolutionizes campaign content, generates leads,

---

<sup>1</sup> Universidad Politécnica Salesiana, Email: [nmedranda@ups.edu.ec](mailto:nmedranda@ups.edu.ec).



reduces acquisition costs, and improves customer experience in digital strategy. Gündüzyeli (2024)

Likewise, some barriers hinder the adoption of AI in both companies and organizations. Enshassi et al. (2024) identified, in a study with SMEs, that the main obstacles include the high initial cost of these technologies, the lack of support from senior management, the inexperience of staff, and resistance to organizational change. However, it is essential to overcome these challenges that impede adoption so that public and private companies and organizations can fully take advantage of the competitive advantages that AI offers in digital marketing.

For users and consumers, adopting AI in institutions generates two distinct considerations. On the one hand, some consumers believe it is inevitable in producing marketing strategies. Therefore, it is a mistake not to do so. Chen, et al., (2022). It points out that many appreciate its functional advantages, such as the personalization of experiences and advertising messages. They are even amazed at the intelligence and sophistication that AI can achieve. On the other hand, other users do not believe that it influences their decision-making regarding consumption. In addition, they express concern about using and abusing their privacy.

Companies that use AI in marketing use tools such as intelligent chatbots that offer instant online service and online shopping assistants. In the field of education, they already have incorporated machine learning algorithms to guide students. They have also incorporated algorithms that segment audiences, recommend products, and optimize advertising campaigns in real-time. Enshassi et al., (2024). Likewise, organizations are applying AI in customer relationship management (CRM) and predictive consumer behavior analysis, allowing them to anticipate trends and personalize offers. Enshassi et al., (2024)

Artificial Intelligence practices applied to marketing have generated tangible benefits for companies and organizations implementing them in their contemporary strategies. Furthermore, users value these tools positively, especially for their ability to respond to their questions in real-time and efficiently support the selection of products or services they consume. In this way, AI is transforming digital marketing practices worldwide.

### **Factors Influencing the Adoption of Artificial Intelligence Digital Marketing Strategies**

Digital marketing has successfully adopted Artificial Intelligence (AI) in recent years. This approach is not only a technological trend but also a complex process influenced by multiple interrelated factors. Understanding these factors is essential to identify the motivations that drive organizations to incorporate AI into their strategies and the obstacles that hinder its effective implementation. Along these lines, academic literature and recent case studies highlight three significant dimensions: technological, organizational, and human factors.

In the technology field, one of the main factors influencing the adoption of AI is the perceived usefulness and compatibility of the tools with existing systems. According to the Unified Theory of Acceptance and Use of Technology (UTAUT), performance expectation and perceived effort significantly influence the decision to adopt a new technology (Venkatesh et al., 2003). In digital marketing, tools such as ChatGPT, Jasper, and MidJourney have demonstrated their ability to automate repetitive tasks and optimize creative processes, which can translate into a competitive advantage. However, if these platforms are not adequately integrated into established digital environments, their adoption is limited, especially in small and medium-sized businesses lacking robust technological infrastructure (Chatterjee et al., 2021).

On an organizational level, it is important to highlight the company's level of digital maturity. Organizations with an innovation-oriented culture that have undergone previous digital transformation processes are more willing to experiment with AI solutions. In contrast, those still relying on traditional structures or facing budget constraints tend to perceive these technologies as inaccessible or unnecessary. According to Westerman et al. (2014), digital leadership within the company—that is, the existence of managers with a technological vision—is key to driving organizational change and encouraging the adoption of disruptive tools such as AI. Likewise, on the human level, resistance to change and, consequently, to developing human talent can be seen as a recurring factor in the specialized literature. Marketing has historically been a field where human creativity is considered irreplaceable. Therefore, the emergence of automated technologies often sparks fears linked to job loss, the devaluation of creative work, or overdependence on algorithms. In this context, staff training and awareness play a fundamental role. Recent studies indicate that adoption becomes more fluid when marketing teams receive adequate training and understand AI's collaborative potential as a support tool rather than a threat (Dwivedi et al., 2021).

Finally, the impact of the external context, such as competitive pressure, market demands, and legal regulations, cannot be separated. The need to respond to hyperconnected consumers, who expect personalized, real-time experiences, has led many brands to incorporate AI as part of their strategy to stay relevant. At the same time, growing concerns about ethical data use and algorithmic transparency shape how these technologies are adopted (Floridi et al., 2018).

Ultimately, the adoption of AI in digital marketing transcends simple technological availability. It involves a network of internal and external factors, where organizational culture, technical preparation, and adaptability play crucial roles. Only through a comprehensive vision that considers these dimensions will it be possible to move toward an ethical, efficient, and humanly conscious use of artificial intelligence in marketing.

### **Impact of Artificial Intelligence on Content Personalization and Customer Experience in Digital Marketing**

One of the most transformative contributions of Artificial Intelligence (AI) to digital marketing is its ability to personalize content accurately, dynamically, and on a massive scale. This advancement has radically changed how brands interact with consumers, enabling more relevant, contextual, and emotionally connected experiences. AI redefines segmentation strategies and allows messages to be tailored in real time based on each user's behavior, preferences, and needs.

AI-based content personalization is primarily based on analyzing large volumes of data (Big Data) from various sources: social media, purchase histories, web browsing, and interactions with chatbots, among others. From this data, algorithms learn patterns and predict which type of content, format, or channel is most effective for each user profile. This ability to anticipate is key to delivering highly targeted messages that generate greater engagement and loyalty (Kietzmann et al., 2018).

Leading e-commerce companies and streaming platforms like Amazon and Netflix have pioneered the implementation of AI-based recommendation systems. These systems suggest products, movies, or songs based on individual history and preferences, achieving a personalized experience that has been shown to improve conversion rates significantly. In content marketing, this technology translates into the ability to send personalized emails, create landing pages

tailored to different segments, and even automatically generate texts based on the user's interests (Davenport, Guha, Grewal, & Bressgott, 2020).

However, customer experience is not limited to receiving relevant content; it also involves more subtle aspects, such as tone, timing of communication, and the sense that the brand "understands" the consumer. This is where emotional AI—which analyzes feelings and emotions in text, voice, or images—is beginning to play an important role. Tools such as Affectiva or IBM Watson Tone Analyzer allow the tone of an advertising message to be adjusted according to the recipient's mood, opening possibilities for more empathetic and humanized communication.

However, this capacity for extreme personalization raises significant ethical challenges. First, there is the issue of privacy and consent in using personal data. Although most users value personalization, they also express concerns about collecting and using their data. A 2021 Accenture study revealed that 73% of consumers expect brands to understand their needs, but only if that understanding is transparent and respectful. Therefore, trust is an indispensable component in the personalization equation.

Furthermore, the risk of creating content bubbles, where users only receive information reinforcing their interests or prior beliefs, limiting exposure to new ideas or products, has been identified. This practice can be detrimental to consumers—by reducing their freedom of choice—and to brands, which could miss out on opportunities to expand their market. Artificial Intelligence has raised the bar for personalization in digital marketing, enabling more meaningful and effective consumer interactions. But this capability must be used judiciously, transparently, and with a deep respect for privacy and diversity. The challenge is to generate relevant content and build experiences that connect with people in their multiple human dimensions.

### **Evaluating the Usability of AI Tools in Content Production**

Artificial Intelligence (AI)- based tools in content creation have revolutionized digital marketing. However, beyond their technological potential, the actual effectiveness of these solutions is primarily measured by their usability: the ease with which users can interact with them to achieve their goals efficiently, satisfactorily, and without unnecessary friction. This user-experience-centered approach is essential to understanding the actual appropriation of AI in productive and creative contexts.

One of the main attributes evaluated in terms of usability is the intuitiveness of their interfaces. ChatGPT, Copy.ai, and Jasper offer user-friendly environments where natural language is the primary interaction channel. This feature allows marketing professionals without advanced technical knowledge to generate advertising copy, social media copy, or video scripts in minutes. According to Nielsen (2012), effective usability is reflected in systems that allow the user to "easily recognize, diagnose, and recover from errors." Many generative AI platforms have been designed under this principle.

Furthermore, operational efficiency has become one of the most significant benefits perceived by companies. AI significantly reduces the time required to generate content and facilitates mass customization for different audiences and channels. According to a Salesforce study (2023), 68% of marketing professionals who implemented AI tools reported a noticeable improvement in productivity and campaign delivery speed. This translates into shorter production cycles, a key advantage in an increasingly accelerated digital environment.

However, usability is not limited to ease of use or efficiency. It also involves a subjective assessment of the experience, which includes aspects such as confidence in the generated results, perception of creative control, and overall satisfaction. Many users, especially in creative contexts, express concern about AI-produced content's quality, consistency, and originality. Although advances in natural language processing have been impressive, limitations remain regarding stylistic nuances, emotional tone, and narrative depth (Brennen, Howard, & Nielsen, 2022).

A critical element in usability evaluation is the feedback the system can receive and adjust. The best tools are not simply generating content but allowing users to refine the results, adjust parameters, choose writing styles, or include specific prompts. This co-creation capability reinforces the idea of AI as an "intelligent assistant" rather than a replacement for human thought.

On the other hand, the most recent evaluations also warn about the learning curve in some more sophisticated environments, especially when the platforms offer advanced features or integrate with other tools (such as CRM, SEO, or automation software). In these cases, the lack of clear guidelines or specific training can hinder effective adoption, underscoring the importance of educational resources, well-structured onboarding, and accessible technical support.

It is important to highlight that the usability of AI tools in content production is a determining factor for their successful integration into digital marketing. While the technology has demonstrated great potential for increasing efficiency, its value lies in how users experience, understand, and incorporate it into their creative processes. Achieving fluid, empathetic, and flexible interaction with these platforms will be key to taking full advantage of their benefits without sacrificing the quality or identity of the content.

## **Methodology**

This study applies a mixed methodology, combining quantitative and qualitative techniques. Its purpose is to address the objectives of this research, which seeks to analyze users' perceptions of the adoption and usability of artificial intelligence (AI) tools in marketing content generation when incorporating these technologies into their daily work. Specifically,

The study is based on a mixed, descriptive-exploratory approach. This approach provides a comprehensive view of the phenomenon studied through a detailed description of its components, as well as exploring under-researched aspects of the topic to generate new knowledge or identify potential hypotheses for future research (Hernández-Sampieri & Mendoza, 2018). Furthermore, this approach is especially useful in emerging areas such as technology adoption in marketing, where combining numerical information with qualitative insights is essential to fully capture the complexity of the reality studied (Creswell & Creswell, 2021).

Regarding the quantitative technique, a survey was conducted with 470 participants from the fields of education (students), marketing professionals, entrepreneurs, and other profiles related to digital communication, who responded to a digital survey distributed through social networks and specialized marketing platforms.

The survey consisted of four sections, which were designed following the principles established by Hernández-Sampieri and Mendoza (2018), who highlight the importance of clarity,

relevance, and simplicity in the questionnaires to ensure the reliability and validity of the results obtained:

Sociodemographic data: Age, gender, and occupation.

Experience and adoption: Use, frequency, and type of AI tools used.

Usability evaluation: Likert-scale questions to assess ease of use, satisfaction, perceived productivity, and ethical perception.

Open questions: To gather personal opinions about benefits, limitations, and ethical concerns.

This questionnaire provided a statistical overview of the degree of adoption and overall appreciation of AI in marketing.

Meanwhile, in the qualitative technique, a focus group was conducted with six participants, carefully selected from professionals with experience in advertising agencies and companies implementing AI for content generation. These participants were chosen based on industry representativeness and direct experience using these technologies.

The Focus Group was designed to understand better the emerging perceptions, motivations, and concerns identified in the previous quantitative results. Six professionals from the advertising and business sectors participated, sharing their firsthand experiences for two hours. The key questions addressed were:

What concrete benefits do you find in the daily use of AI to generate content?

What are the main challenges encountered when using these technologies?

What recommendations would you offer to other companies still hesitant to adopt these tools?

Quantitative data were processed through descriptive analysis, using frequencies, percentages, and statistical graphs to illustrate trends in user adoption, usability, and ethical perceptions.

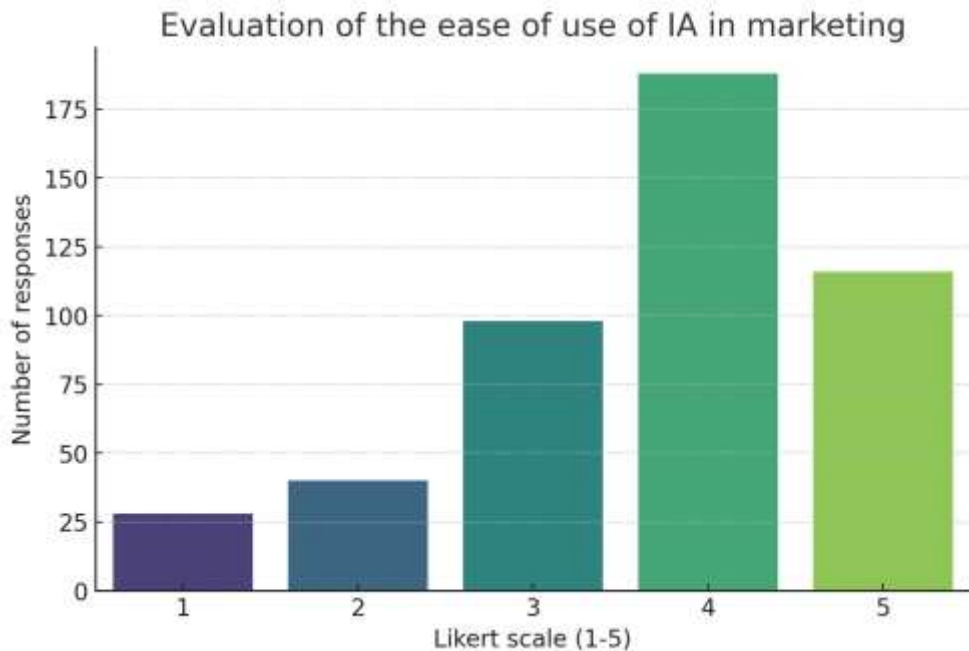
The qualitative responses obtained from both open-ended questions and the focus group were analyzed using inductive categorization and thematic analysis techniques, to identify common patterns, shared opinions, and critical reflections on the future and limits of AI in digital marketing.

This methodological combination allowed us to obtain solid quantitative results and incorporate a humanized and nuanced perspective, genuinely representing the voices and experiences of those who are in direct contact with these technologies.

## **Analysis of Results**

The survey on the use of artificial intelligence (AI) in marketing content generation involved 470 people of various ages, genders, and occupations within the marketing field. Most respondents were between 25 and 34 years old (30%), followed by 35 to 44 years old (25%). In terms of gender, the distribution was even between men (45%) and women (45%), with 10% preferring not to specify. In terms of occupation, 50% of participants were marketing professionals, while 25% were students, 20% were entrepreneurs, and 5% fell into other categories.

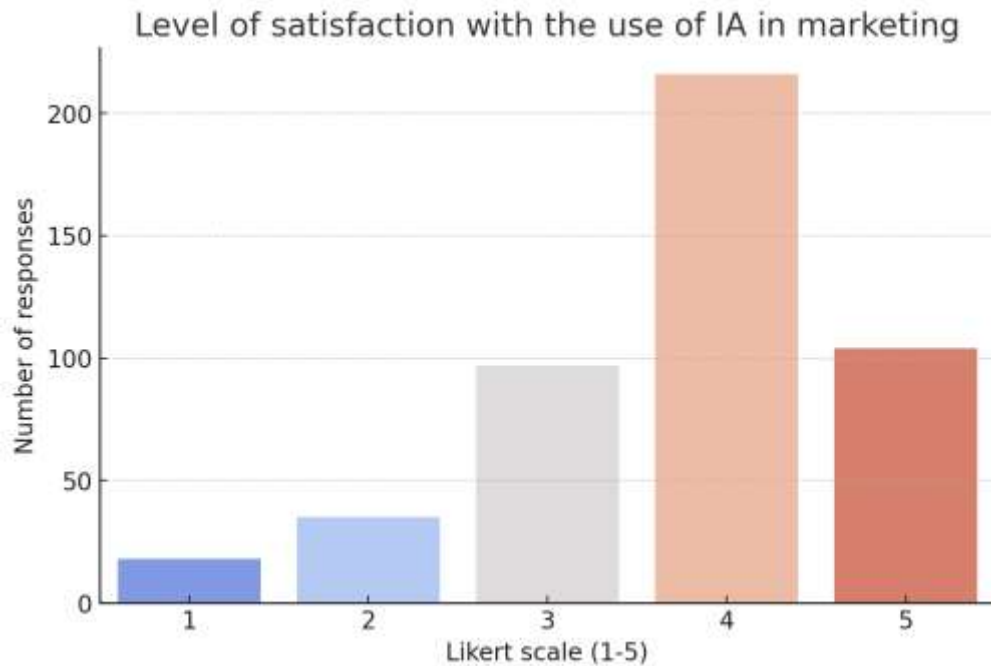
Chart 1: Evaluating The Ease of Use of AI In Marketing



The graph indicates that regarding the feasibility of the use of artificial intelligence (AI) in marketing, there is a positive trend regarding the perception of users. Most respondents rated the feasibility of use with high scores, especially at level 4 (easy), which obtained the highest frequency since it exceeded 175 responses out of 470, which means 40%, followed by level 5 (very easy), which reached 120 responses, that is, 25%, this shows a positive assessment of the usability of AI tools. Meanwhile, the categories of the previous levels, 1 (very difficult) and 2 (difficult), obtained responses below categories 4 and 5, with less than 50 respondents in each, equivalent to 15%.

This result suggests that significant difficulties in using AI for content creation are minimal among the population studied. Category "3" (neutral), which represents an intermediate assessment, received nearly 100 responses, equivalent to 20%. This indicates that a significant segment of users has moderate reservations about the ease of using these tools, possibly due to differences in prior experience, technical training, or adaptation to technological change.

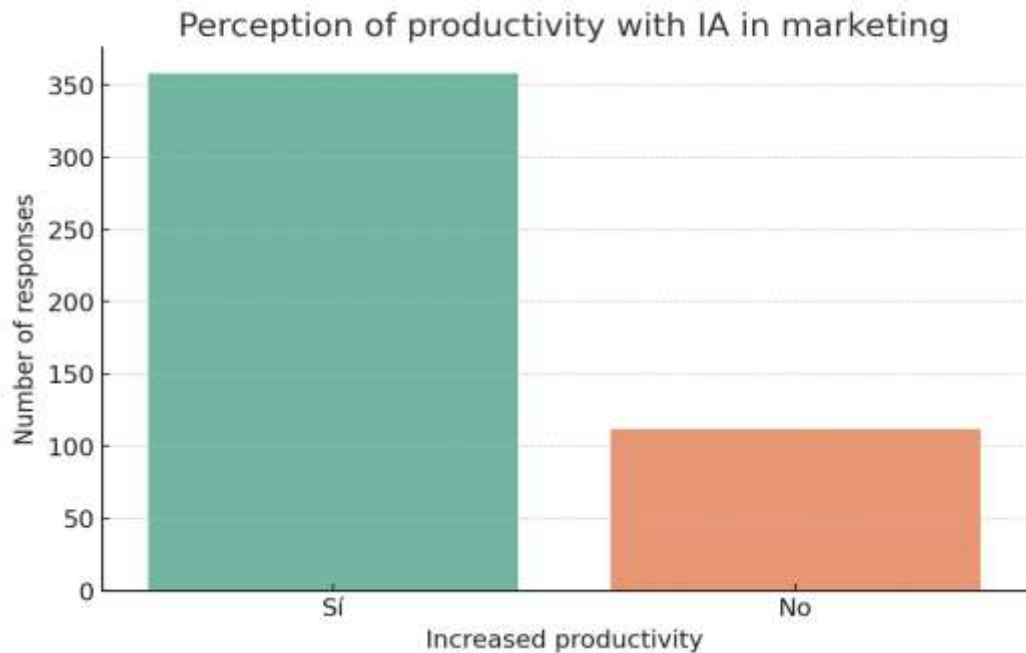
Chart 2: Level Of Satisfaction with the Use of AI in Marketing



The graph of the results related to the level of satisfaction with AI in marketing shows that there is a favorable trend on the part of users in the satisfactory use of AI. 42.55% of respondents at level 4 of the Likert scale stated they were satisfied, while 21.28% corresponding to level 5 responded that they were very satisfied, further strengthening the positive perspective towards the use of these technologies. On the other hand, it can be observed that a considerable group of respondents remained neutral at level 3 with 21.28%, which represents that although there is a widely positive will, a by no means negligible amount remains reserved, probably related to expectations that are not yet fully satisfied by AI. Meanwhile, levels 1 and 2 registered a minimal number of responses, indicating that cases of dissatisfaction are limited and specific, possibly linked to factors such as lack of training, unmet expectations, or negative previous experiences.



Chart 3: Productivity Perception with AI in Marketing



According to the results obtained in the graph titled "Perception of productivity with AI in marketing," the majority of respondents believe that the use of artificial intelligence (AI) in marketing contributes significantly to improving their productivity. More than 350 people, approximately 74% of the total respondents, reported perceiving an increase in their productivity when using AI-based tools. This result reflects a notable acceptance of AI as an effective resource for optimizing processes and achieving positive results in strategy management and content creation.

On the other hand, around 100 participants (approximately 21%) indicated that they do not perceive improvements in their productivity when using AI in marketing. This finding could be related to factors such as resistance to technological change, lack of skills or specific training to fully utilize these tools, or expectations that have not yet been met by current solutions available on the market.

### Analysis of Focus Group Results

As part of the research titled "Adoption and Usability of Artificial Intelligence in Marketing Content Creation," a focus group was held with six expert participants from advertising agencies and companies currently using artificial intelligence (AI) tools. The purpose of this group was to delve deeper into the findings previously obtained from surveys conducted with 470 users.

Focus Group participants agreed with the quantitative results obtained in the surveys, highlighting primarily the ease and accessibility of using AI-based tools, aspects highly rated by 65% of respondents. In their interventions, professionals noted that these tools significantly accelerate creative processes, in addition to performing tasks that were previously more tedious

and time-consuming. In the words of one participant, "AI allows us to focus on strategy, while routine tasks are automated, significantly increasing productivity."

Regarding satisfaction, participants expressed high levels of satisfaction, reaffirming the results of the 68% of respondents who rated their experience with AI as satisfactory or very satisfactory. However, they emphasized that satisfaction depends on factors such as the quality of prior training, the user's ability to interact efficiently with the technology, and the accuracy and relevance of the generated content. They also stressed that, although overall satisfaction is high, there is a significant segment (around 21% according to the survey) that maintains a neutral stance, reflecting some uncertainty about the ability of these tools to generate highly creative or emotionally connected content with the audience.

Regarding the ethical challenges raised in the research objectives, participants emphasized concerns such as content authorship, originality, and algorithmic bias. They particularly emphasized that although the tools offer clear operational benefits, ethical accountability for the content generated and transparency in its use remain sensitive issues that require careful attention. In this regard, they recommended establishing clear guidelines and internal ethical protocols in companies that adopt these technologies.

Finally, the recommendations emerging from the group highlighted the importance of ongoing, adaptive training in the use of AI, the integration of multidisciplinary teams for a balanced approach to managing human creativity and technological automation, and the need to promote ongoing ethical reflection in organizations that adopt these tools.

## **Discussion**

The main objective of this research was to analyze the adoption, usability, and associated aspects of artificial intelligence (AI) in marketing content creation. The results show that users widely adopt AI-based tools in professional, academic, and business contexts. These results confirm and expand on previous findings in the scientific literature (Dwivedi et al., 2021; Davenport et al., 2020), emphasizing the growing strategic role of AI as a driver of efficiency and productivity in digital marketing.

Regarding usability, most respondents and Focus Group participants rated these tools positively regarding accessibility and ease of use. However, a considerable proportion of users still maintain a neutral stance, reflecting doubts or uncertainty about AI's true creative capabilities. This finding is consistent with previous studies that mention the existence of barriers to technological adoption related to partially met expectations or a lack of adequate technical skills (Marinchak et al., 2018).

On the other hand, the research also provided significant insights into the ethical challenges of using AI in marketing. The most common concerns are content authorship, creative originality, and potential algorithmic bias. These results are consistent with those of Floridi et al. (2018) and Pasquale (2020), who warn of the urgent need for clear and transparent ethical protocols governing the use of generative algorithms in communication and advertising contexts.

## **Conclusions**

In conclusion, there is a clear trend toward the growing and positive adoption of artificial intelligence tools in digital marketing. Users recognize and value the impact of these tools on productivity, operational efficiency, and resource optimization.

The general perception of AI's usability in marketing is favorable, although it's important to note that a significant proportion of users still have moderate reservations, mainly related to factors such as training, technological adaptation, or partially met expectations. Therefore, it is essential to promote ongoing training and technical support programs to improve the effective adoption of these technologies.

The research highlighted the importance of critically addressing ethical issues such as authorship, transparency, originality, and biases associated with the use of AI. The moral concerns identified point to the urgent need for companies to adopt clear and explicit policies on using these technologies ethically and responsibly, ensuring transparency with consumers and respecting fundamental ethical principles.

Finally, the integration of interdisciplinary teams is recommended. This would combine human talent with advanced technological capabilities, thus promoting an optimal balance between technological automation and human creativity. The importance of developing ongoing spaces for ethical reflection within organizations to proactively monitor and manage the risks associated with the intensive use of artificial intelligence is also highlighted.

Ultimately, this study contributes to the academic and practical understanding of how artificial intelligence transforms contemporary marketing, identifying concrete benefits and important areas requiring ethical and strategic attention for successful and sustainable long-term implementation.

## References

- Accenture. (2021). *Life Reimagined: Mapping the motivations that matter for today's consumers*. Disponible en: <https://www.accenture.com>
- Brennen, J. S., Howard, P. N., & Nielsen, R. K. (2022). *Automating the News: How Algorithms Are Rewriting the Media*. Oxford University Press.
- Chatterjee, S., Rana, N. P., Tamilmani, K., & Sharma, A. (2021). The adoption of artificial intelligence in marketing: A systematic literature review. *Journal of Business Research*, 124, 450–465. <https://doi.org/10.1016/j.jbusres.2020.10.044>
- Chen, H., Chan-Olmsted, S., Kim, J., & Sanabria, I. M. (2022). Consumers' perception on artificial intelligence applications in marketing communication. *Qualitative Market Research: An International Journal*, 25(1), 125–142. <https://doi.org/10.1108/QMR-03-2021-0040>
- Creswell, J. W., & Creswell, J. D. (2021). *Research design: Qualitative, quantitative, and mixed methods approaches* (5<sup>a</sup> ed.). SAGE Publications.
- Davenport, T. H., Guha, A., Grewal, D., & Bressgott, T. (2020). How artificial intelligence will change the future of marketing. *Journal of the Academy of Marketing Science*, 48(1), 24–42. <https://doi.org/10.1007/s11747-019-00696-0>
- Dwivedi, Y. K., Hughes, L., Ismagilova, E., Aarts, G., Coombs, C., Crick, T., ... & Williams, M. D. (2021). Artificial Intelligence (AI): Multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice and policy. *International Journal of Information Management*, 57, 101994. <https://doi.org/10.1016/j.ijinfomgt.2019.08.002>
- Enshassi, M., Nathan, R. J., Soekmawati, S., Al-Mulali, U., & Ismail, H. (2024). Potentials of artificial intelligence in digital marketing and financial technology for small and medium enterprises. *International Journal of Artificial Intelligence*, 13(1), 639–647. <https://doi.org/10.11591/ijai.v13i1.pp639-647>
- Floridi, L., Cowls, J., Beltrametti, M., Chatila, R., Chazerand, P., Dignum, V., ... & Vayena, E. (2018). *AI4People—An ethical framework for a good AI society: Opportunities, risks, principles, and* [posthumanism.co.uk](http://posthumanism.co.uk)

- recommendations. *Minds and Machines*, 28(4), 689–707. <https://doi.org/10.1007/s11023-018-9482-5>
- Gündüzyeli, B. (2024). Artificial intelligence in digital marketing within the framework of sustainable management. *Sustainability*, 16(23), 10511. <https://doi.org/10.3390/su162310511>
- Hernández-Sampieri, R., & Mendoza, C. P. (2018). *Metodología de la investigación: Las rutas cuantitativa, cualitativa y mixta*. McGraw-Hill Education.
- Jain, R., & Kumar, A. (2024). Artificial intelligence in marketing: Two decades review. *NMIMS Management Review*, 32(2), 75–83. <https://doi.org/10.1177/09711023241272308>
- Kietzmann, J., Paschen, J., & Treen, E. (2018). Artificial intelligence in advertising: How marketers can leverage artificial intelligence along the consumer journey. *Journal of Advertising Research*, 58(3), 263–267. <https://doi.org/10.2501/JAR-2018-035>
- Marinchak, C., Forrest, E., & Hoanca, B. (2018). Artificial intelligence: Redefining marketing management and the customer experience. *International Journal of E-Entrepreneurship and Innovation*, 8(2), 14–25. <https://doi.org/10.4018/IJEEI.2018070102>
- Nielsen, J. (2012). *Usability Engineering*. Morgan Kaufmann.
- Pasquale, F. (2020). *New laws of robotics: Defending human expertise in the age of AI*. Harvard University Press.
- Russell, S., & Norvig, P. (2020). *Artificial intelligence: A modern approach*. Pearson Education.
- Salesforce. (2023). *State of Marketing Report*, 9th Edition. Disponible en: <https://www.salesforce.com/resources/research-reports/state-of-marketing/>
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, 27(3), 425–478.
- Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading Digital: Turning Technology into Business Transformation*. Harvard Business Review Press.