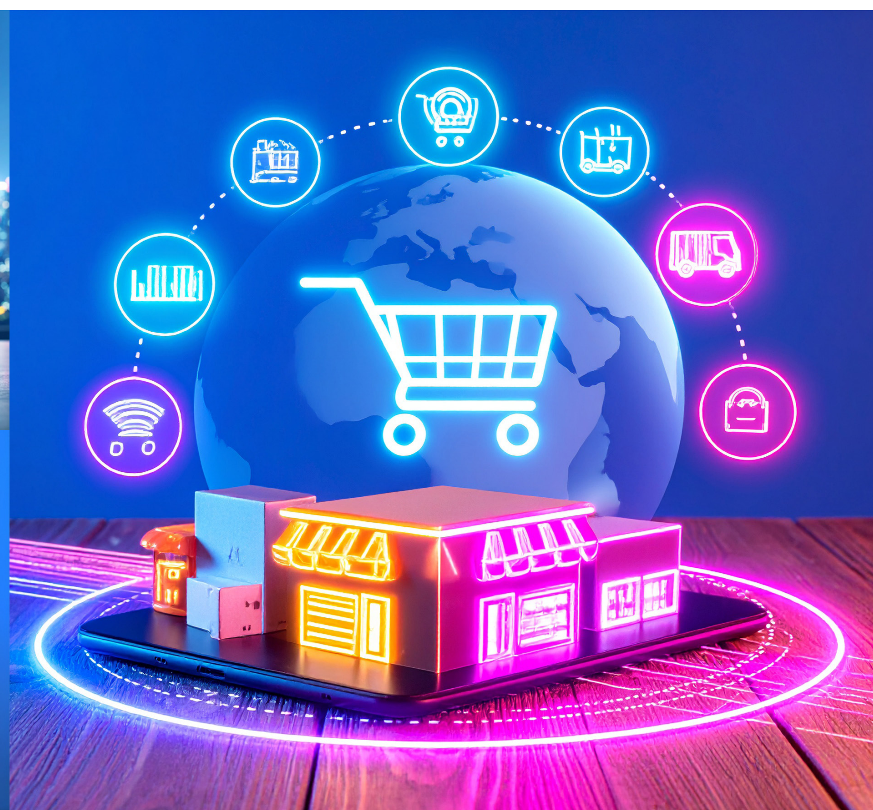
State of Personalized Experience in Consumer Goods in an AI-Driven World

A strategic guide to driving innovation, building agility, and strengthening brand value



Foreword

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In Consumer Goods, marketing is being reshaped by the convergence of B2B and B2C dynamics, omnichannel expectations, and the need for speed, personalization, and relevance. Buyers, whether retailers, distributors, or end consumers, now demand seamless, value-driven experiences across every touchpoint. For brands, this means balancing mass-market reach with precision engagement, while navigating shorter product cycles and fierce digital-first competition.

This report highlights ten strategic insights into how Consumer Goods marketers are adapting to these shifts. Traditional mass advertising is giving way to data-driven storytelling, experience-led commerce, and operational agility.

Yet, challenges persist as personalization efforts remain fragmented and AI-powered tools, while promising, are still in the early stages of redefining content, search, and engagement.

The leaders that will stand out are those who unify their marketing ecosystems, integrating customer data, advanced analytics, and scalable automation, while maintaining brand consistency and trust.

By combining intelligent personalization with seamless omnichannel delivery and AI-driven insights, they can accelerate growth, foster loyalty, and create differentiated experiences that resonate across both trade partners and end consumers.

About the research

This report is based on global research conducted by Incisiv on behalf of Adobe in Q2 2025 to assess the state of digital transformation in the Consumer Goods Industry.

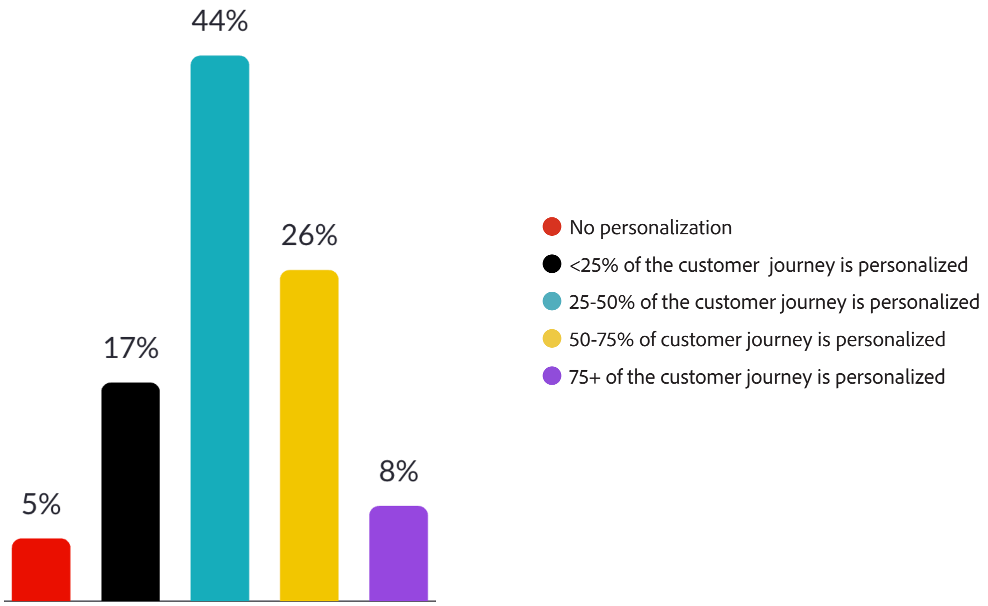
This report provides Top 10 industry specific insights that focus on strategic priorities and operational readiness across five critical dimensions: AI adoption, data integration, content scalability, organizational structure, and technology implementation.

- 579 Consumer Goods leaders participated in the study
- 9 Markets (North America, South America, Western Europe, Central Europe, Middle East, India, South East Asia, Australia and New Zealand, Japan)
- 68% of respondents were from companies with over $1 billion in annual revenue
- 56% respondents were VP level or above

Insight 01

Personalization maturity in Consumer Goods remains inconsistent

Only **8%** of the Consumer Goods customer journey is currently personalized more than 75%



Note: This chart shows the % of current level of personalization across the entire customer journey

Brands are struggling to scale personalization across the journey

Consumer Goods companies are still evolving their personalization capabilities. While digital engagement is growing, many brands rely on basic segmentation and rules-based campaigns rather than predictive personalization. B2C brands often focus personalization efforts on loyalty programs or post-purchase experiences, while B2B firms prioritize account-level communication. This uneven approach results in fragmented experiences that limit the ability to drive repeat purchases, deepen distributor relationships, and deliver connected interactions across all customer touchpoints.

Gaps in early-stage engagement limit conversion potential

Personalization is concentrated in later stages such as product recommendations, retargeting, and subscription offers. Early journey phases like discovery or evaluation often lack tailored experiences due to siloed data and outdated systems. Many Consumer Goods companies struggle to merge retailer insights with direct-to-consumer platforms, creating gaps in relevance during critical decision-making moments. Without personalization at the awareness stage, brands risk losing competitive advantage and the ability to influence purchase decisions effectively.

Data-driven personalization is the next competitive frontier

Consumer goods marketers have a powerful opportunity to elevate personalization from a campaign tactic to a strategic growth driver. By combining predictive AI, real-time data, and retailer integrations, brands can unlock personalization at scale that boosts engagement, accelerates conversions, and deepens loyalty. This shift is being reinforced by rising CFO pressure to justify spend, making measurable outcomes more critical than ever. The brands that invest now in scalable, data-driven personalization will set the benchmark for growth and customer-centric leadership in the industry.

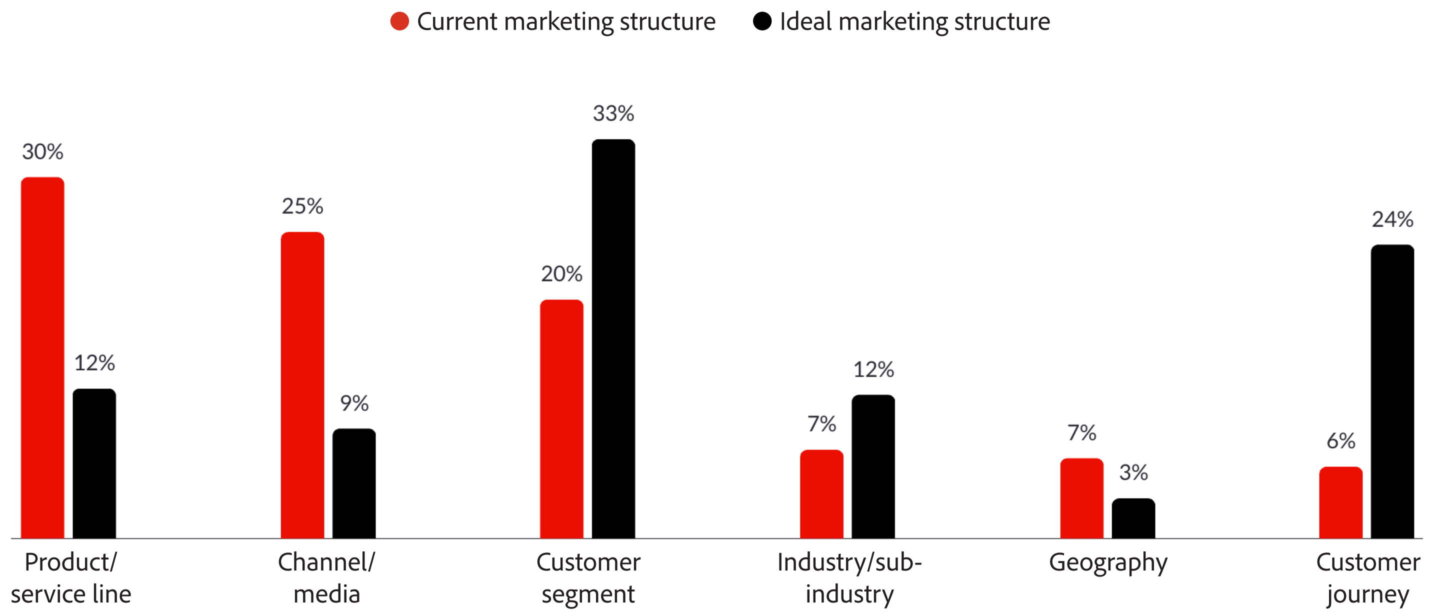
Insight 02

Consumer Goods marketers move toward consumer and customer centric structures

30%
of Consumer Goods marketing teams are structured by product/service line

But only,
12%
say this should be the ideal

33%
say organizing by customer segment is ideal but only 20% are organized that way



Note: This chart shows current and ideal marketing organization structure

From channel silos to audience-first alignment

Marketing organisations in Consumer Goods are moving away from traditional channel-led structures toward models centered on consumer and customer segments and journeys. The rise of omnichannel commerce and hybrid buying patterns demands marketing teams to align closely with how consumers, customers and trade partners engage across touchpoints. This shift is driving a push toward unified strategies that integrate retail media, e-commerce campaigns, and direct brand channels for cohesive experiences.

Journeys as the new blueprint

The ideal marketing organization for Consumer Goods increasingly revolves around mapping and optimizing consumer and customer journeys. Instead of focusing solely on product or channel, leading brands are designing teams around lifecycle stages—awareness, purchase, loyalty, and advocacy. This ensures smoother coordination across D2C initiatives, retailer partnerships, and B2B trade promotions. It also enables brands to activate data-driven triggers that resonate at every step of the path to purchase.

Balancing agility with specialization

While consumer and customer-centric models are gaining ground, Consumer Goods companies are also exploring specialized teams, such as centers of excellence for data analytics, shopper insights, and AI-driven personalization. This hybrid approach ensures that expertise in key areas like programmatic retail advertising and influencer-driven campaigns is maintained, while teams remain agile enough to respond to changing market trends. The future marketing organization is one that marries deep domain expertise with seamless orchestration across all channels and audiences.

Insight 03

Marketing transitions to a growth and efficiency engine

94%
say they are expected to directly contribute to sales and revenue

While
96%
are under pressure to become more efficient

Note: This chart shows the % that said they agreed with this statement

From brand awareness to revenue accountability

In Consumer Goods, marketing is no longer limited to building brand perception, it now plays a direct role in driving measurable sales and growth. With the rise of direct-to-consumer (D2C) engagement and digital marketplaces, brands must link every marketing initiative to tangible revenue outcomes. Whether through targeted e-commerce promotions, real-time loyalty programs, or retailer collaborations, marketing teams are expected to contribute directly to the sales pipeline and ensure measurable return on investment.

Balancing efficiency with competitive agility

Consumer Goods brands face unprecedented cost pressures, forcing marketing to become leaner and more performance-driven. Traditional mass campaigns are being replaced by hyper-targeted, digital-first strategies that prioritize efficiency and speed. For example, automated trade promotions and AI-optimized ad placements are helping teams reduce spend while maximizing impact. This focus on cost efficiency is essential for brands navigating fluctuating raw material prices and tightening margins.

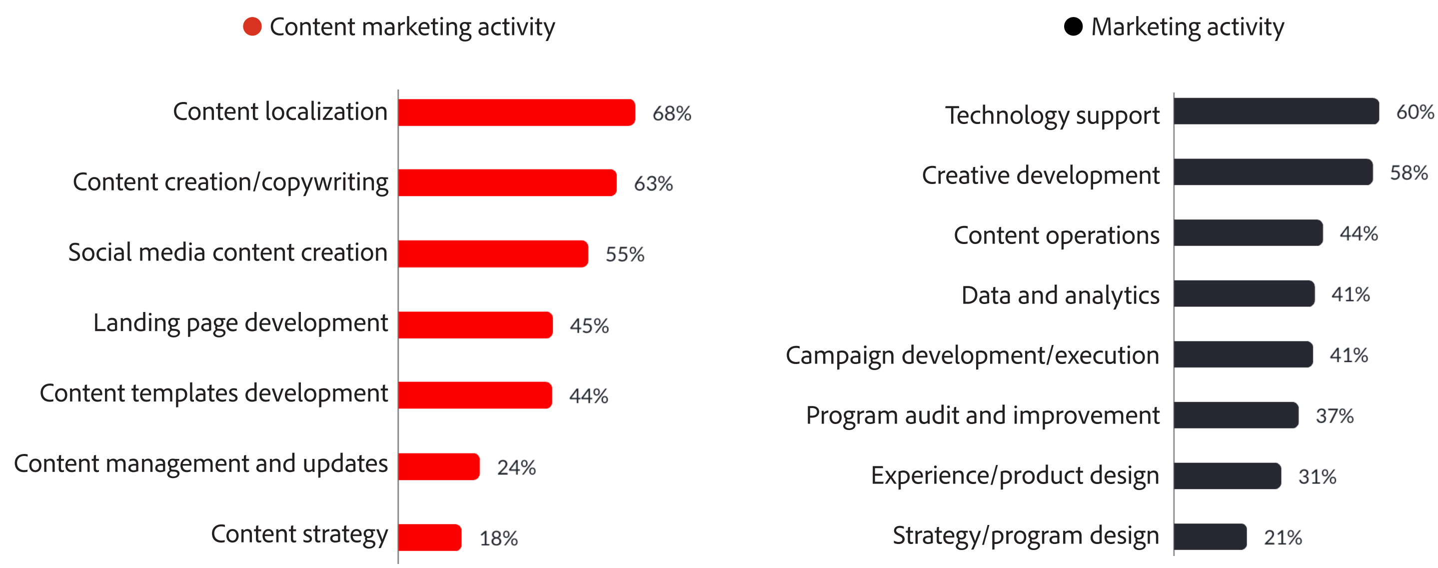
Technology and leadership redefine marketing's role

The adoption of modern marketing technologies, from customer data platforms (CDPs) to AI-driven personalization engines, is enabling Consumer Goods brands to orchestrate seamless omnichannel experiences. Marketing leaders are increasingly influencing strategic business decisions, ensuring data, creativity, and commerce converge to unlock growth. Brands that invest in predictive analytics and dynamic campaign optimization are setting a new standard for consumer and customer engagement—anticipating shopper needs and responding in real time across both B2B and B2C contexts.

Insight 04

Outsourcing becomes a growth lever in Consumer Goods marketing

68% outsource content localization, underscoring the need for specialized expertise to deliver market-relevant messaging



Note: This chart shows the % of marketing and content activities that rely on external partners

Marketing's operational model is evolving

Consumer Goods companies are increasingly shifting execution-heavy tasks to external partners to stay agile and competitive. With rising content demands, expanding digital touchpoints, and the constant need for localized campaigns, outsourcing allows internal teams to focus on higher-value priorities like brand positioning, innovation, and consumer and customer insights. This shift not only accelerates campaign turnaround but also ensures brands can respond to market dynamics quickly, maintaining relevance in a landscape where consumer and customer preferences change faster than traditional teams can adapt.

Content operations are reshaped by partners

Agencies are taking over content development, creative execution, and technical workflows, enabling companies to scale efforts without overwhelming internal teams. By leveraging external expertise, brands are better equipped to manage the complexity of omnichannel marketing, from personalized storytelling to maintaining consistent brand voice across global markets. This approach also reduces operational friction, allowing companies to focus on optimizing experiences and driving loyalty through well-coordinated, high-quality content delivery at every stage of the journey.

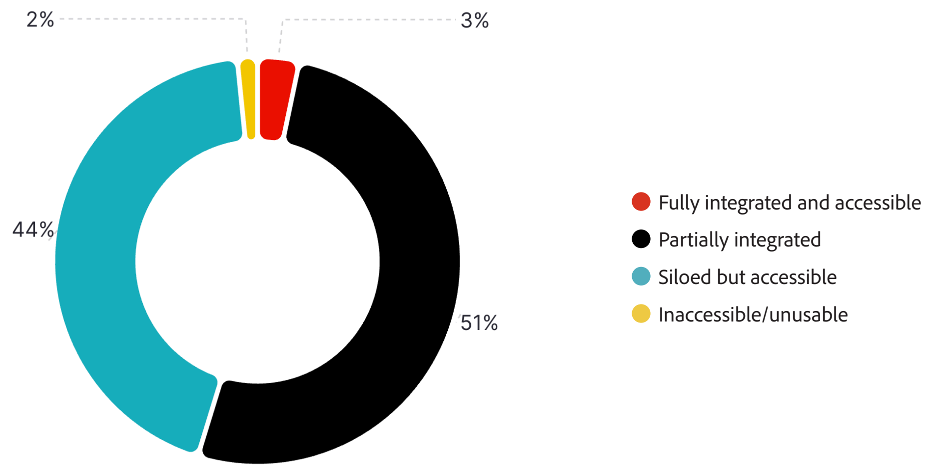
Strategic roles are shifting back in-house

While external partners handle creative and technical execution, Consumer Goods companies retain control of core strategic functions like brand vision, messaging architecture, and engagement strategies. This hybrid model strikes the right balance between agility and governance, ensuring that outsourced activities still align with the brand's overarching objectives. In a market defined by rapid innovation, this approach empowers companies to respond faster, test new ideas with minimal risk, and deliver cohesive campaigns that meet both business goals and evolving consumer expectations.

Insight 05

Data gaps are stalling precision

Only **3%** have fully integrated and accessible consumer/customer data, while the majority operate with only partial data integration



Note: This chart shows the % data that is integrated and accessible

Lack of unified data weakens relevance

Consumer Goods brands face significant challenges due to fragmented data spread across retail, e-commerce, and third-party platforms. While partial integrations provide some visibility, they fail to offer the holistic, real-time view needed for actionable insights. This lack of unified data hampers the ability to track evolving preferences, forecast demand, and deliver relevant offers at scale. Without stronger data foundations, marketing remains reactive and less effective, particularly in today's dynamic environment where expectations for personalization are rapidly increasing.

Inaccessible data undermines personalization

Disconnected data ecosystems limit the ability of Consumer Goods companies to deliver seamless, personalized experiences across the entire purchase journey. Siloed datasets mean brands often cannot recognize returning customers or tailor product recommendations effectively. Inconsistent personalization diminishes engagement and weakens loyalty across both B2B and B2C channels. To meet the rising demand for hyper-relevant experiences, brands must prioritize data integration that supports real-time segmentation, predictive analytics, and AI-driven targeting to enhance lifetime value.

Modernizing data infrastructure is critical

To compete effectively, Consumer Goods leaders need to invest in next-generation customer data platforms (CDPs), identity resolution tools, and cloud-based ecosystems that centralize all customer interactions. Real-time data activation enables brands to better anticipate market shifts, personalize content delivery, and optimize supply chain operations. When integrated with AI, these systems can power predictive models, dynamic pricing, and intelligent product recommendations. Building a unified, accessible data infrastructure is not just a competitive advantage, it is foundational to delivering scalable, omnichannel experiences that drive growth and brand loyalty.

Insight 06

AI-Powered search is transforming product and brand discovery

69%
are already adjusting keyword strategies and focusing on E-E-A-T signals

73%
of Consumer Goods brands are already creating content that answers specific questions

Note: This chart shows the % brands adjusting their search strategy for AI-powered discovery

Search behavior is shifting toward AI-driven experiences

Consumers and business buyers are increasingly relying on AI-powered discovery tools to find products, solutions, and answers faster. Unlike traditional keyword-based searches, generative AI and large language models (LLMs) deliver contextual responses, driving deeper engagement early in the purchase journey. For Consumer Goods brands, this shift demands rethinking how content is structured and optimized to ensure visibility and credibility in AI-driven discovery channels.

Content strategies are evolving for AI readiness

Marketers are now focusing on conversational content, enhanced expertise, and structured data that AI systems can easily interpret. Elements like Experience-Expertise-Authoritativeness-Trustworthiness (E-E-A-T) signals are becoming vital for ranking in AI-generated recommendations. Consumer Goods companies must create content that not only answers specific questions but also showcases authenticity and brand trustworthiness to influence purchase intent.

Brands are preparing for future-proof visibility

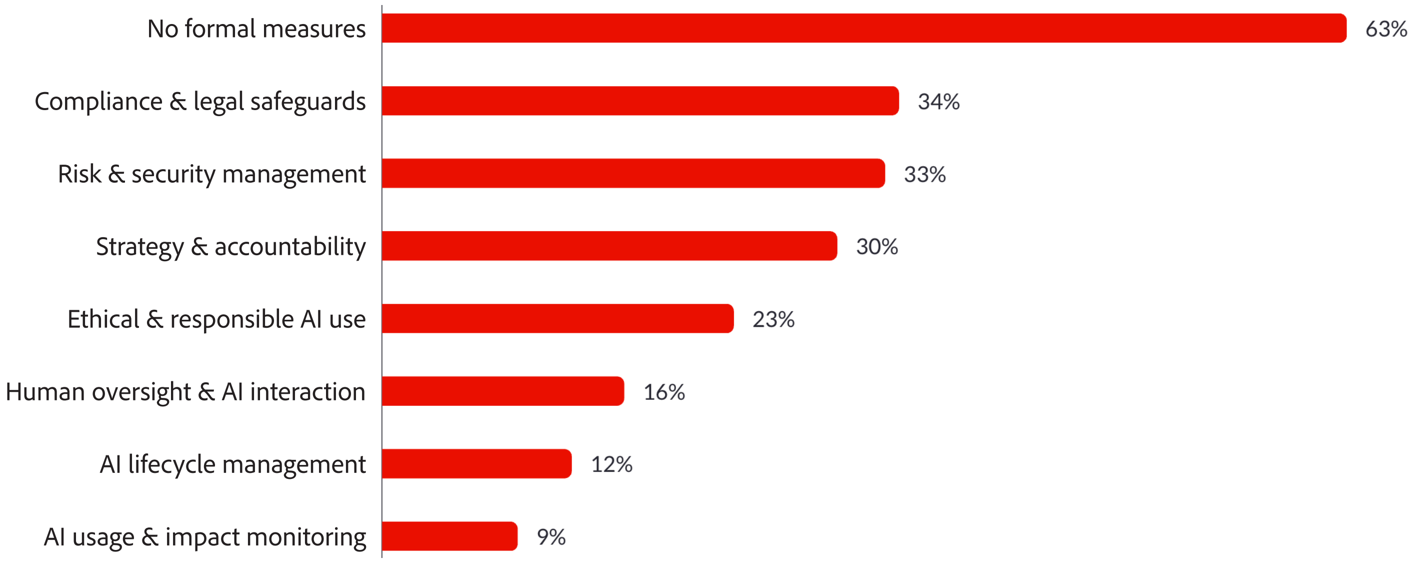
AI-powered search engines require a blend of technical readiness and content innovation. Leading brands are investing in AI-specific search engine optimization (SEO) tactics, voice search compatibility, and partnerships with AI platforms to gain early advantage. Those that fail to adapt risk losing visibility at critical decision-making moments, while forward-looking organizations are building robust AI content strategies to ensure they remain discoverable across both B2B and B2C segments.

Insight 07

AI governance lags behind Consumer Goods innovation

63%
of Consumer Goods organizations have no formal AI governance measures in place

Only,
34%
have compliance and legal safeguards integrated into their AI strategy



Note: This chart shows the % that have AI governance measures in place

Governance gaps undermine consumer trust

In Consumer Goods, AI innovation is advancing faster than the frameworks needed to govern it. Without robust ethical safeguards, organizations face rising risks around data misuse, content accuracy, and brand safety. As AI becomes integral to engagement and content creation, weak governance can erode trust and damage brand reputation. Establishing governance must move beyond compliance checklists to become a strategic enabler of transparent and responsible AI use.

Compliance frameworks are underdeveloped

Many organizations still treat AI compliance as an afterthought rather than embedding it into core operations. This gap is particularly risky as generative AI creates dynamic, real-time content that must adhere to strict regulatory standards. Missteps in intellectual property, bias, or cultural sensitivity can amplify reputational risks. Leading Consumer Goods brands are beginning to prioritize governance frameworks that integrate ethical standards with content quality, ensuring that every AI-driven interaction strengthens rather than compromises brand perception.

Responsible AI requires strategic oversight

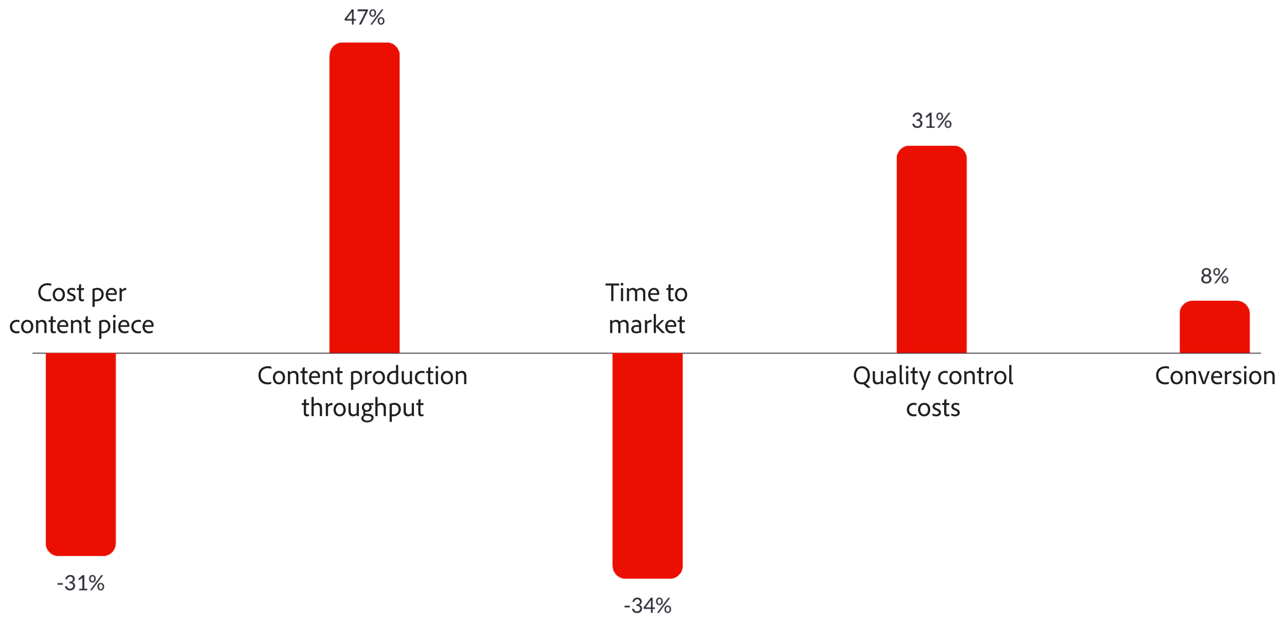
True maturity in AI governance requires human oversight, proactive risk management, and alignment with broader business strategy. In Consumer Goods, where consumer and customer sentiment can shift rapidly, organizations must combine automated quality checks with human review to maintain accountability. Building a culture of responsible AI means creating cross-functional teams that balance innovation with ethical considerations. Brands that invest in lifecycle governance, bias detection, and transparent communication will lead the way in delivering trustworthy and impactful AI-driven experiences.

Insight 08

GenAI is reshaping content economics in Consumer Goods

31%
decrease in cost per content piece and 34% faster time to market

With a
47%
jump in content production output that converts 8% higher



Note: This chart reflects how Generative AI has influenced content production efficiency and costs

AI-driven efficiency is transforming content operations

GenAI has significantly optimized content creation for Consumer Goods companies, cutting costs per content piece and reducing time-to-market. Brands now leverage AI tools for automated product descriptions, campaign assets, and packaging content, which previously required heavy manual effort. For B2C brands, faster content production helps maintain consistency across global markets, while B2B players use AI to quickly create technical documents and sales enablement content, resulting in better alignment between marketing operations and commercial objectives.

Volume and speed come with new quality challenges

While content throughput has increased, maintaining quality has become a critical challenge. The rise of generative AI introduces issues around tone consistency, cultural sensitivity, and brand authenticity, often requiring additional layers of quality control. Many Consumer Goods companies are setting up internal review teams and AI-assisted editing processes to ensure compliance with brand guidelines. This balancing act, achieving efficiency while preserving brand trust, is reshaping how content teams are structured and evaluated for performance and creative output.

AI adoption is driving higher conversion rates

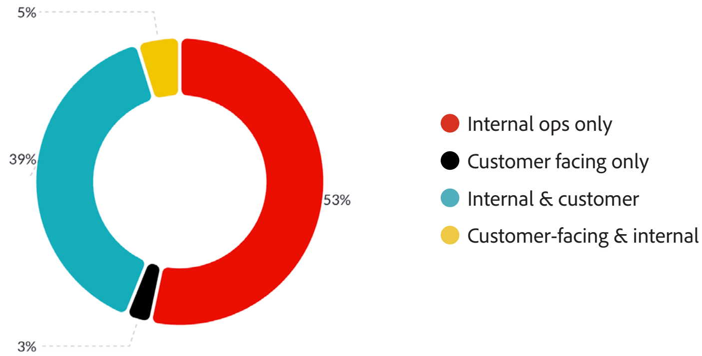
With AI-generated content, brands can now create hyper-personalized assets for e-commerce listings, targeted campaigns, and consumer touchpoints. AI-driven A/B testing and predictive analytics are being integrated into content workflows, resulting in sharper targeting and measurable improvements in conversion. B2C brands particularly benefit from AI's ability to adapt content for regional preferences and emerging digital trends. However, the long-term advantage lies in combining AI efficiency with human creativity to ensure every touchpoint reflects authenticity and delivers meaningful engagement.

Insight 09

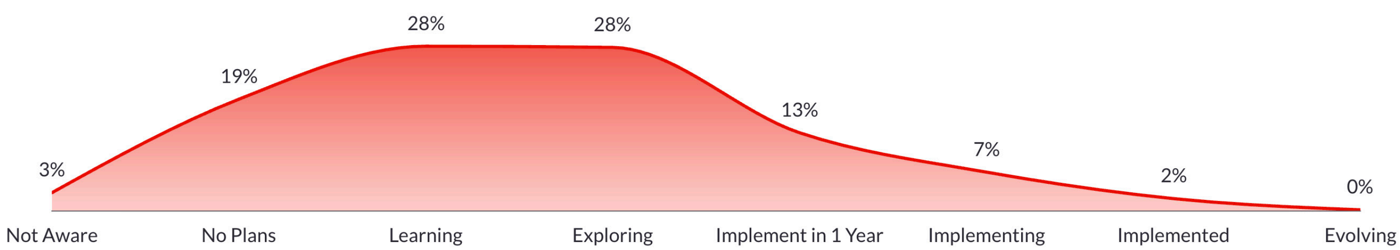
Agentic AI adoption in Consumer Goods is still nascent

53%
of Consumer Goods orgs prioritize Agentic AI implementation only for internal operations

69%
are actively exploring, learning, or planning to implement Agentic AI capabilities in the next year



Note: This chart highlights key areas where organizations are prioritizing the implementation of Agentic AI



Note: This chart shows the % of an organization's awareness and plans for Agentic AI and adoption

Consumer Goods brands are cautiously exploring agentic AI

Consumer Goods companies are testing agentic AI in focused, high-value areas rather than rolling it out enterprise-wide. B2C brands are exploring AI-powered customer support, chatbots for real-time assistance, and dynamic personalization in loyalty programs. B2B companies are piloting automated product tagging, catalog management, and content generation for buyer enablement. Adoption remains slow due to challenges with governance, data quality, and reliability of outputs. Most organizations remain in exploration or pilot phases, with only a few achieving measurable business impact.

Technology-led initiatives dominate

Agentic AI projects are largely led by IT and innovation teams, often without strong cross-functional alignment with marketing, sales, and supply chain leaders. Use cases like predictive demand planning and campaign optimization show promise but remain siloed, limiting their broader impact. Integrating AI with CRM platforms, e-commerce systems, and distribution networks continues to be a challenge. Without enterprise-wide collaboration and clear accountability, scaling AI beyond pilots to achieve measurable outcomes such as faster product launches or reduced costs remains elusive.

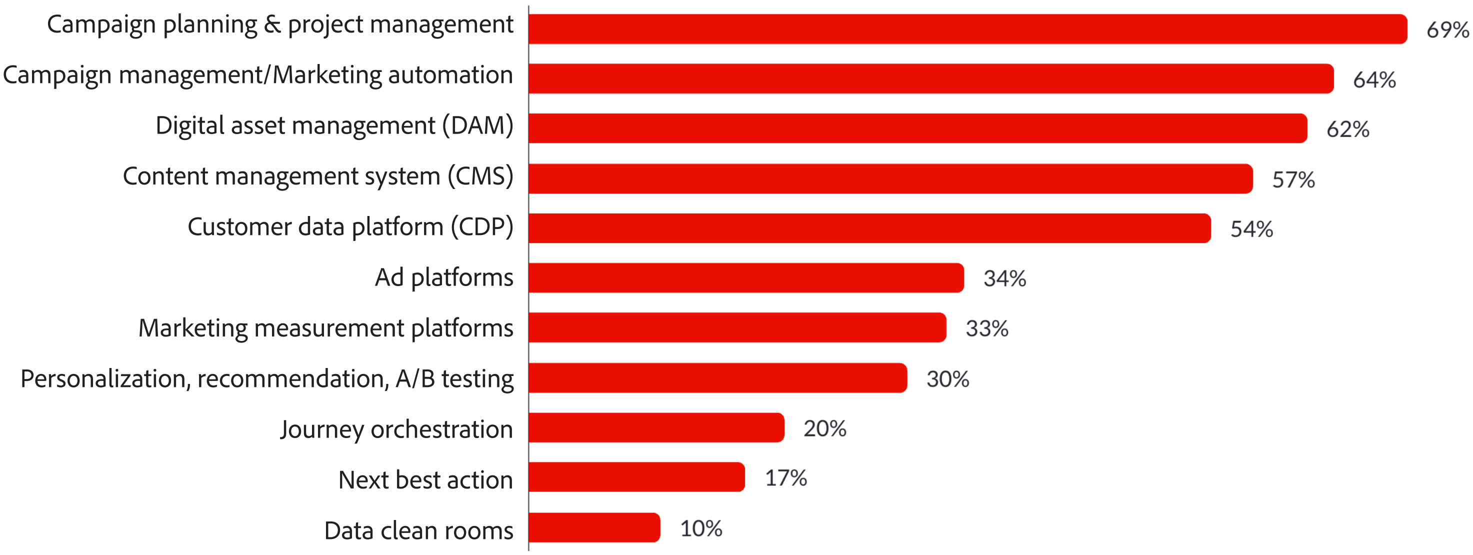
Consumer and customer-facing applications are emerging

Consumer Goods leaders are beginning to explore consumer and customer-facing AI, but maturity levels remain low. B2C brands are experimenting with conversational commerce, AI-driven product recommendations, and dynamic promotions that adapt to shopper behavior in real time. B2B manufacturers are testing intelligent content optimization for buyers and automated proposal creation. Early adopters are combining these use cases with operational AI to achieve faster conversions and better engagement. Those who build governance frameworks while scaling pilots will set the benchmark for AI-driven growth.

Insight 10

MarTech stacks are not future-ready for Consumer Goods

Only **10%** believe their data clean rooms will meet their needs over the next 24 months



Note: This chart shows the % that believe their current stack will meet their needs

Gaps in advanced marketing capabilities

While core tools like campaign management, DAM, and CMS are relatively mature, critical gaps remain in advanced technologies like journey orchestration, next-best-action engines, and data clean rooms. These capabilities are essential for omnichannel personalization, dynamic recommendations, and closed-loop measurement across both B2B and B2C environments. Without these, Consumer Goods brands struggle to move beyond channel-based execution, making it difficult to deliver unified experiences that reflect real-time customer behaviors or optimize ROI across touchpoints.

Strategic blind spots limit value

Many organizations still rely on marketing stacks built for campaign efficiency rather than customer intelligence. The absence of AI-ready components, such as automated decision engines or integrated customer data platforms, prevents teams from turning customer insights into real-time actions. This not only slows down personalization but also limits the ability to measure performance across fragmented ecosystems that span retail, distribution, and direct-to-consumer touchpoints.

The next wave of stack modernization

The future demands a more connected, intelligent, and AI-driven marketing infrastructure. Consumer Goods leaders are expected to invest in platforms that unify data across wholesale, retail, and direct-to-consumer ecosystems. Capabilities like AI-driven personalization, automated content recommendations, and predictive decision engines will become critical for competitive differentiation. Organizations that fail to modernize risk being unable to orchestrate consistent experiences while competitors leverage integrated tech stacks to deliver faster, data-driven outcomes.

Conclusion

The future of Consumer Goods marketing will not be shaped by traditional mass promotions or product-centric campaigns alone. It will be defined by how effectively brands create personalized, data-driven, and connected experiences across retail, e-commerce, and direct-to-consumer channels. Success will hinge on blending operational efficiency with trust, while leveraging AI to anticipate shopper behaviors and partner needs across increasingly complex distribution networks.

This research highlights a pivotal shift:

- **Consumers and customer expectations are reshaping engagement.** They demand frictionless omnichannel experiences, while retail and distribution partners expect greater collaboration, tailored incentives, and real-time insights.
- **Data silos undermine personalization.** Fragmented data across retailers, marketplaces, and D2C channels limits the ability to deliver consistent, predictive, and high-impact experiences.
- **AI is redefining content and operations.** Generative and agentic AI are improving content creation, speed, and personalization at scale, but governance and oversight remain critical for brand safety.
- **Third-party content drives influence.** They trust user-generated content, reviews, and influencer narratives, requiring brands to monitor and amplify credible external voices.
- **Martech maturity is becoming a differentiator.** Advanced platforms like journey orchestration, CDPs, and predictive analytics are key to delivering seamless, insight-driven engagement across B2B and B2C ecosystems.

Strategic priorities for Consumer Goods leaders

1. **Unify and activate data.** Break down silos across retail, e-commerce, and D2C touchpoints to enable real-time personalization and actionable insights.
2. **Invest in modern martech stacks.** Prioritize journey orchestration, next-best-action engines, and AI-ready analytics platforms for integrated campaign execution.
3. **Scale AI responsibly.** Use generative and agentic AI to accelerate content and engagement while embedding strong governance, compliance, and quality controls.
4. **Enhance personalization across all stages.** Extend relevance from awareness and discovery to post-purchase loyalty and trade partner engagement.
5. **Strengthen influence over third-party narratives.** Build partnerships with trusted creators and actively manage reviews, testimonials, and social sentiment.
6. **Reimagine digital commerce strategies.** Optimize for AI-powered search, conversational queries, and omnichannel retail integration to stay competitive.

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