

Generative AI Unleashes Marketing's Creativity Renaissance

Use Forrester's AI Adoption Framework To Achieve Intelligent Creativity

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Summary

The intuitive creative process responsible for developing customer-facing marketing programs needs to be faster, smarter, and (ultimately) cheaper. Generative AI technologies are poised to revolutionize how marketing delivers more speed, scale, and precision. As this happens, brands and marketing providers must safeguard their executions from the shortcomings of nascent generative AI technology and prepare their teams for an AI-powered marketing future. This report overviews the potential, pitfalls, and first steps B2C marketing executives should take to incorporate intelligent creativity, powered by generative AI, as their new creative process.

Your Brand's Creative Process Combined With AI Is Intelligent Creativity

Three years ago, Forrester introduced an approach to overhaul the intuitive creative process and invigorate marketing creativity. We named this solution [intelligent creativity](#), defined as:

A process of creative problem-solving in which teams of creators and strategists conceive, design, produce, and activate business solutions with the assistance of AI, intelligent automation, and data.

Through this approach, marketing becomes smarter, the creative process becomes faster, and human imagination is free to focus on creativity when enhanced by the speed, scale, and precision that AI and intelligent automation provide. Every revenue-minded CMO and every agency partner benefits from intelligent creativity.

Generative AI Revolutionizes Human Creativity

Welcome to the era of intelligent creativity. The human plus machine partnership for marketing creativity can finally be realized because of recent developments in generative AI — setting in motion a landslide of creator and consumer interest. Interactive AI tools like [Adobe Firefly](#), Beatoven, ChatGPT, DALL-E, Midjourney, Stable Diffusion, and Writesonic are redefining how marketing is created and with whom. “Generative AI is going to fundamentally change the [marketing] industry in the way other advancements like mobile and social did prior,” says Paolo Yuvienco, CTO of Omnicom Group. In the next 24 months, every generative AI initiative will set the stage for a marketing creativity renaissance in which:

- **Machine intelligence enhances human intuition.** When AI machine intelligence is paired with creator intuition, the result is image generators, and large language models that support taste, reason, and creativity. For example, Kraft Heinz prompted DALL-E to create representations of ketchup, which creative agency Rethink used in an [advertising campaign](#) for the company's Heinz 57 ketchup brand (see Figure 1). “For creators it's about getting information faster so they can spend more time creating,” says Scott Litman, cofounder and managing partner of Equals 3. The adtech company incorporated generative AI as a search feature into Lucy, its data insights platform.
- **AI assistants amplify creators.** Generative AI technology acts like an assistant — aiding creative teams with idea generation, content development, and evaluation.

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Creative consultant Dave Birss suggests that using AI flips the typical process: “Usually, the human begins the concept or design and the technology helps execute. But now the AI starts the concept and people finish it.” Stagwell’s PRophet is an AI-powered platform that sits on top of OpenAI’s GPT-3 (see Figure 2). CEO Aaron Kwittken describes PRophet as an assistant that analyzes press outlets to target and produces PR and social content for PR professionals to edit and publish.

- **Creators become idea curators.** Using generative AI, creators function as editors who curate marketing and advertising concepts. “Copywriters will produce refined concepts from long lists of content produced by machine. Designers will harvest images sent directly to them rather than hunt for stock images,” says Publicis Groupe’s Matt Marcus. For example, [Mint Mobile](#) worked with ChatGPT to write a television commercial featuring a post-holiday promotion which was read by spokesperson Ryan Reynolds (see Figure 3). Ogilvy/INGO leveraged DALL-E to generate art based upon trending Twitter topics to be used in an advertising campaign promoting [Woods Art Institute](#) (see Figure 4).
- **Creative quality reconciles with scale and speed to market.** The efficiency and velocity of content development are paramount to the CMO’s agenda and to agencies’ future prospects. One adtech startup showed Forrester a prototype of an AI platform that produced an entire advertising campaign in less than 10 minutes — ready to publish to multiple social APIs at the click of a button. Coca-Cola’s partnership with OpenAI and Bain & Company produced [Create Real Magic](#). Coca-Cola also used AI in the production process for its “Masterpiece” commercial that debuted in this year’s Super Bowl (see Figure 5).

Figure 1

Kraft Heinz Enhances Choices And Concepts Using DALL-E Produced Images



Source: Ad Age

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Figure 2

Stagwell's PProphet Platform Assists PR Professionals With Pitch Composition

The screenshot shows the PProphet platform interface. The main content area displays a pitch for "Generative AI: Revolutionizing Marketing Services and Creativity" with a 76% success rate in the "Business & Industrial" category. A table lists various sources and their associated journalists and LVM values. On the right, there's a section for "Colin Kirkland" with an 82% positive sentiment and a "Personalize My Pitch" section with a pre-written message.

Source	Journalist	LVM	Contacts
Startups USA	Ross Darragh	190,098	hdho@startups.co.uk
productmarketingalliance.com USA	Lawrence Chapman	-	lawrence@productm...
MediaPost USA	Colin Kirkland	655,855	colin@mediapost.com
AdAge USA	Jack Neff	-	jneff@adage.com
MediaPost USA	Ray Schultz	655,855	ray@statalmarketing...
MediaPost USA	Wayne Friedman	655,855	wayne@mediapost.c...
Fiercepharma USA	Ben Adams	1,141,296	badams@questex.co...
Marketing Tech USA	Duncan MacRae	-	duncan@techforge.p...
MediaPost USA	Fern Siegel	655,855	fern@mediapost.com
Pbn USA	James Bessette	-	bessette@pbn.com

Source: PProphet and Stagwell

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Figure 3

Mint Mobile And ChatGPT Wrote A Commercial Performed By Ryan Reynolds



Source: Mint Mobile

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Figure 4

Woods Art Institute Used DALL-E To Curate AI Art Into “The Art Of Trending” Campaign



Source: Ogilvy

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Figure 5

The Coca-Cola Company Produced Its “Masterpieces” Commercial Using AI Imaging



Source: The Coca-Cola Company

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Agencies Employ And Deploy Generative AI At Different Strides

While ChatGPT, Midjourney, and others spark fascination and engagement among individual creators, marketing services companies approach the integration of generative AI into their processes and marketing execution differently:

- **Large agencies implement with caution.** Holding companies approach generative AI with restraint, recognizing its limitations and the risks of degrading client IP. Havas Media Group directs its teams to “play, not publish,” calling out the need to protect confidential data and comply with regulations, explains Ben Downing. Omnicom Group takes a similar position, instructing teams and agencies to experiment while the company preps enterprise integration. Publicis Groupe takes a “train the trainers” approach to move AI skills and specialisms across agencies. “The first step is to get all our people on the same level regarding legal, ethical, and operational considerations,” says Publicis’ Marcus.

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- **Small and medium-sized agencies are cavalier in execution.** Small and medium-sized agencies are often known to be agile — willing to experiment with emerging technologies and to take risks. When it comes to generative AI, these agencies tend to take a more cavalier approach by applying GPT, Midjourney, DALL-E, or others to client marketing campaigns. Agency Lerma/ created a commercial for The Signatry/Servant Foundation extending its “He Gets Us” campaign that promotes Jesus’ teachings using art created in Midjourney. Supernatural was founded in January as an AI-powered agency and produces advertising for Kayak and Citysnap.
- **Systems integrators (SIs) build advantage from within.** SIs and consultancies are slightly ahead of the game, having already implemented large language model platforms to manage talent, projects, workflow, and knowledge. Beyond their jump start with AI workflows, some consultancies are implementing automation and AI in delivery. Accenture Song integrates AI tools into its content supply chain, including a content automation platform that uses audience intelligence to guide content creation and optimization. Other global SIs are looking at how to use generative AI to capture value from lower-margin projects that they would normally turn away.

Adopt Responsible AI Practices To Avert AI Creativity Shortcomings

While there is lots of potential in AI-powered creativity, there are ghosts in the machine as well. Generative AI brings both convenience and consequences that create complications for marketers and agency experts who do not safeguard against unrestrained, unsupervised generative AI technology. “Everyone thinks they’ve discovered fire. And in some respects, they have. But the problem is fire can burn,” says Jonathan Nelson, CEO of Omnicom Digital. [Responsible AI](#) calls for visibility into the systems, mitigating harmful bias, and holding AI technology accountable. Marketers wanting to take advantage of generative AI as part of marketing development should adopt practices that:

- **Rein in overexuberant creators experimenting with generative AI.** As suggested by ChatGPT’s estimated [100 million active users](#), the tension between the art of creativity and the science of marketing has eased. “We’re past the fear and loathing phase and into curiosity and adoption,” says Aaron Kwittken, CEO of PRophet. Marketers are intrigued too. [Forrester’s Q1 2023 B2C Marketing CMO Pulse Survey](#) shows 41% of B2C marketing leaders in the US are experimenting with ChatGPT, and 19% have already used ChatGPT in their marketing efforts. Yet, the [third-party risks of AI](#) include brand safety, regulatory actions, and customer

trust. Set clear boundaries for external use in execution versus internal use for campaign development. Establish best practices, like logging prompts and queries. Identify common use cases across content development and execution and share with teams and clients. R/GA's approach was to create [generative AI ethics guidelines](#) for clients and employees.

- **Factor for liability, copyright, and IP infringement concerns.** Brands should consider the legal ramifications of both the outputs and inputs of AI-enhanced marketing. Outputs are governed by the [US Copyright Office, which issued a ruling](#) affirming its long-standing position that copyright protection only applies to human-authored works. Marketing works cannot be granted copyright protection without some level of yet-to-be-defined human involvement. Inputs pertain to ownership of the information used to train AI. Getty Images [filed a suit against Stability AI](#) for copyright infringement for training Stable Diffusion with Getty IP. Absent a court ruling or congressional action, brands and creators must assume liability for AI-generated marketing, develop proprietary solutions, or rely on commercially ready tools like Adobe Firefly, a generative AI service for image generation trained on Adobe Stock, licensed images, and copyright-expired content.
- **Avoid open web AI models to protect proprietary data.** Concern for the “black box” nature of large language models and image generation software is growing. First, the usage and ownership of data submitted as prompts to generative AI software remains unclear. Second, provenance of training data raises questions. [The Washington Post's analysis of the data sets](#) training Google's T5 and Facebook's LLaMa found concerning sources like state voter registrations and user-generated content sites like Wikipedia. The bottom line? Build policies and best practices to protect proprietary and sensitive data. Do not enter sensitive data or company IP into public versions of generative AI. [BBDO](#) warns against using generative AI in campaigns at all until the agency implements the tech in a way “that avoids unresolved issues.”
- **Tap human creativity to prevent inaccuracy.** Forrester describes the sometimes contradictory or inaccurate outputs of generative AI software like ChatGPT as [coherent nonsense](#). Marketing executions created by generative AI are susceptible to the same [inaccurate responses](#) produced by both Google Bard and Microsoft Bing Chat during [public demos](#). Even OpenAI's latest generation GPT-4, which is designed to be more accurate, still returns [false or contrived information](#). Human creators must be involved to review and revise marketing assets produced by large language models. In fact, human creativity [replenishes](#) or refreshes AI-powered creativity that would otherwise inaccurately regurgitate facts, figures, and

ideas.

Advance Your Company's AI Understanding To Achieve Intelligent Creativity

Unlike previous automation occasions that required getting people comfortable with skill replacement, generative AI is a different kind of technological moment that calls for mastering skill enhancement. A [change management](#) process is needed to ensure appropriate use within enterprises and society at large (see Figure 6). “We’re giving our employees superpowers by augmenting and improving their work,” says Omnicom’s Nelson. Get this right and you’ll deepen your company’s AI maturity, tap into employee exuberance, and enhance your creative process with intelligent creativity. This means you should:

- **Inspire intelligent creativity with vision, air cover, and resources.** Inspiration provides purpose and permission and defines investments. Start by providing a North Star for how AI and automation fit within your company, its future, its work, and employees’ daily work. “Where you need to invest time is in changing behavior and the client model to support it,” says Bradley Rogers, president and chief operating officer of MRM. Next, use the vision to secure an executive sponsor for integrating AI into the creative process. Procure the budget for resources. WPP funds its internal transformation efforts across its people, partners, and platforms by apportioning resources to increase operational maturity from fragmented to coordinated to integrated to adaptive, according to WPP CTO Stephan Pretorius.
- **Elevate intelligent creativity with devotees, experimentation, and adaptability.** The details of execution matter, including the who, the how, and the what. Find change agents who passionately believe in your AI vision and how it will transform marketing. “Tech isn’t the barrier to bringing automation to the company. It’s the people. So, it becomes a change management exercise,” says Wesley ter Haar, cofounder of Media.Monks. Next, develop a program to codify the organization’s experiments. One agency executive describes a test run by the agency and a client that determined up to 50% automation potential. Lastly, make adaptability a best practice. [Forrester’s Culture Energy Model](#) shows that organizational alignment, manager empathy, and company resources for creative problem-solving result in more satisfying work cultures.
- **Strengthen intelligent creativity with training, partnerships, and access.** Shepherd AI through your company with mechanisms for continuous improvement. Start by institutionalizing training for skills adaptation. Embed

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education and upskilling into your corporate knowledge and talent platforms, like Publicis Groupe does with Marcel or Omnicom with Omni. Turn to your technology partners for training and certifications for their AI-powered advertising products. Amazon Ads, AWS, Google Partners, and Meta Business Partners all offer platform certification and training courses for marketers. Provide alpha and beta access to the latest AI advances.

Figure 6
AI Adoption And Maturity Are A Workforce Change Management Process

1. Inspire	2. Elevate	3. Strengthen
Inspire the workforce with purpose, permission, and investments.	Uplift the workforce and process with passion, innovation, and agility.	Empower the workforce and process with knowledge, collaborators, and access.
Vision: Outline a vision for your company’s use of AI and its role in supporting employees.	Devotees: Tap the passion of employees who want to enact the vision.	Training: Implement guidance, policies, and training to evolve roles.
Air cover: Enlist an executive sponsor to support the vision and plan.	Experimentation: Create a cadence of experiments to move toward the goal.	Partnerships: Install technology partners to collaborate and co-innovate with.
Resources: Identify the needed investments to deliver the vision.	Adaptability: Learn and adjust from every interaction.	Access: Push for early access to partner initiatives to pilot and learn from.

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Supplemental Material

Companies We Interviewed For This Report

We would like to thank the individuals from the following companies who generously gave their time during the research for this report.

3Q Digital/DEPT

Adobe

Brunner

CVS Health

Dave Birss

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