Unlocking Value Creation in Marketing through AI
A Conceptual and Practical Approach

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Abstract

Artificial Intelligence (AI) is revolutionizing the business world, with projected growth in marketing reaching 19.3 billion USD by 2024. This study explores how AI is transforming marketing processes and strategies, presenting a conceptual and practical framework that integrates AI applications within two theoretical models: (1) the Value Creation and Generation Model, and (2) the Three Key Stages Marketing Cycle (Research, Strategy, and Action). Using an exploratory case study methodology, we analyze three Mexican companies that have implemented AI in their marketing efforts, demonstrating its impact across all stages of the marketing cycle. The findings reveal that AI enhances value creation, drives innovation, and improves marketing efficiency. Despite being limited to a small sample, this research offers valuable insights into AI's role in marketing and suggests future studies should expand to a broader range of industries. This article contributes a structured framework for understanding AI's integration in marketing strategies, providing practical guidance for businesses seeking to leverage AI in their commercial processes.

Keywords: Artificial Intelligence (AI), Marketing, Research, Strategy, Value-creation.

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Introduction

Artificial Intelligence (AI) is transforming the Marketing landscape, with the AI marketing market projected to grow from $15.76 billion in 2023 to $19.3 billion in 2024, a growth rate of 18.34% (Munde, 2024). By 2032, it is expected to reach $79.2 billion, driven by a compound annual growth rate (CAGR) of 24.50%. Major investments, such as Microsoft's $10 billion commitment to OpenAI, highlight AI's shift from a cutting-edge innovation to a "commodity," where its value lies in tailored applications for business needs (Nadella, 2024).
Despite AI's widespread adoption, research on its specialized application in Marketing remains limited, particularly in guiding Marketing professionals to create value for consumers and businesses. Huang and Rust (2024) identify four key areas of AI marketing research: technical algorithms, customer psychology, societal impacts, and managerial strategies. While the first three are well-studied, the strategic application of AI in Marketing is underexplored and dominated by consulting perspectives rather than academic rigor.
This study bridges that gap by exploring AI's strategic role in marketing through case studies of three Mexican companies. Using a conceptual framework, it examines how AI integrates into the Three Key Stages Marketing Cycle—Research, Strategy, and Action. The paper concludes with insights on AI's potential, research limitations, and future opportunities for marketing innovation.

Theoretical Framework

This framework is structured into three main sections. The first section provides a conceptualization of Artificial Intelligence (AI) and the classification of different types of AI intelligences. The second section describes two key models and their interaction: (1) Value Creation and Generation, and (2) the Three Key Stages Marketing Cycle. The third and final section explores the applications of AI within marketing processes, covering the stages of Research, Strategy, and Action.

Conceptualization of AI and Types of Intelligences

To understand how a company can benefit from the use of AI, it is crucial to begin with a clear conceptualization. According to IBM[1], AI is defined as "*the simulation of human capabilities such as perception, reasoning, learning, and problem-solving, developed by applications or machines*." Based on this definition, AI-based technology can enhance a company's productivity by automating processes or tasks that traditionally required human effort.

Huang and Rust (2018) expand on this definition, describing AI as *"the use of computational machinery to emulate capabilities inherent in humans, such as performing physical or mechanical tasks, thinking, and feeling*." This perspective suggests that AI can be designed with multiple intelligences, similar to the diverse range of human capabilities (Huang et al., 2019). These intelligences can be categorized into three main types:

[1] ***What is artificial intelligence (AI)?*** IBM. www.ibm.com

Mechanical AI *:* It is designed to automate repetitive and routine tasks. For example, machine translation uses computer algorithms to automatically translate text or speech from one language to another. Similarly, clustering algorithms group a set of objects or data points into clusters based on their similarities, making Mechanical AI highly effective for tasks that involve structured, predictable processes.

Thinking AI *:* This type of AI is capable of processing data to draw new conclusions or make decisions, particularly when dealing with unstructured data. It excels in recognizing patterns and regularities in data, making it suitable for applications like text mining, speech recognition, and facial recognition. Methods such as machine learning, neural networks, and deep learning (advanced neural networks with additional layers) enable Thinking AI to process complex data efficiently.

Feeling AI *:* It designed to facilitate two-way interactions involving humans or to analyze human emotions and feelings.. Technologies under this category include sentiment analysis, natural language processing (NLP), text-to-speech technology, recurrent neural networks (RNN), and chatbots that mimic human speech. Additionally, embodied and embedded virtual agents, as well as robots with customized hardware for sensing affective signals, enable Feeling AI to interpret and respond to human emotions effectively (McDuff & Czerwinski, 2018).

Value Creation in the Marketing Processes

To analyze how AI could contribute to the value creation in the Marketing fields, we propose examining two primary models, as illustrated in **Exhibits 1** and **Exhibit 2**.

I. Value Identification and Creation Model

This model defines the key stages involved in identifying and creating value within marketing processes, as summarized in **Table 1**. It provides a structured framework for understanding how businesses can leverage AI to enhance value generation and delivery across the marketing cycle.

Table 1: Value Identification and Creation Stages

Key Stages	Description
Identification	Marketing research techniques (e.g., surveys, interviews, data analytics) identify customer needs and preferences, providing insights into target markets and uncovering value opportunities.
Creation	Market segmentation, targeting, and positioning are defined, tailoring the marketing mix (4 Ps: Product, Price, Place, Promotion) to effectively meet customer needs.
Communication	An integrated communication plan ensures consistent brand messaging across channels, fostering a strong brand identity and customer relationships.
Delivery	Efficient and accessible distribution channels are selected to meet customer expectations and enhance their experience.
Extraction	Feedback systems refine marketing strategies, while financial gains are captured through brand equity, pricing strategies, and company reputation.
Measurement	Key performance indicators (KPIs), such as sales growth, customer satisfaction, and brand loyalty, assess the effectiveness of marketing efforts.
Sustainment	Long-term financial and market impacts are analyzed to ensure marketing activities align with business objectives and are sustainable.

II. Three Key Stages Marketing Cycle: Research – Strategy - Action

The Three Key Stages Marketing Cycle is a strategic, circular process that guides marketing activities through continuous research, strategy formulation, and action. This iterative model ensures that marketing efforts remain relevant and effective over time by adapting to changing market conditions and customer preferences. Insights from the action stage feed back into research, creating a dynamic cycle that aligns strategies with evolving needs.

1. Marketing Research

The cycle begins with marketing research, which involves gathering and analyzing data to gain a deep understanding of the market environment, the company's position, competitors, and customer preferences. This stage is crucial for identifying opportunities, challenges, and trends that can influence marketing decisions. Research methods may include surveys, focus groups, data analytics, competitor analysis, and market segmentation studies.

2. Marketing Strategy

Building on the insights gained from the research stage, the process moves to the development of marketing strategies. This involves defining target market segments, positioning the brand effectively, and establishing a strategy for the marketing mix (4 Ps: Product, Price, Place, and Promotion). The goal is to create a value proposition that resonates with the identified target market, ensuring that the product or service meets the needs and preferences of potential customers.

3. Marketing Action

At this stage, Marketing strategies are executed using the marketing mix (**4Ps**): Product, Pricing, Place (Distribution), and Promotion (Communication). The focus is on evaluating the effectiveness of these actions to sustain and enhance value over time. Key performance indicators (**KPIs**) such as sales growth, customer acquisition, retention rates, and ROI are used to measure the impact of these efforts, allowing companies to refine and optimize their strategies.

Product: Ensuring the product or service meets customer needs and offers unique benefits.

Pricing: Setting strategies that match perceived value and market demand.

Distribution: Choosing channels that make the product accessible to the target audience.

Communication: Highlighting the product’s value through online and offline channels.

III. Linking Value Creation with the Three Key Stages Marketing Cycle

The Value Identification & Creation Model aligns seamlessly with the Three Key Stages Marketing Cycle (Research-Strategy-Action), forming a unified framework for generating and sustaining value in Marketing processes. This integration enables companies to adopt a comprehensive approach to Marketing, identifying, creating, and effectively delivering value while ensuring its sustainment through continuous Marketing actions.

I. Marketing Research & Value Identification

The first stage of the Value Creation model corresponds to the Marketing Research stage in the Three Key Stages Marketing Cycle. In this phase, companies conduct market research to identify customer needs, preferences, and market opportunities. This research is essential for developing a clear and compelling value proposition, which forms the foundation of the overall value creation process.

II. Marketing Strategy & Value Creation

The second stage involves linking value creation with the Marketing Strategy phase, where companies develop strategies for segmentation, targeting, and positioning (S-T-P). This step also includes designing the 4Ps strategies—Product, Pricing, Distribution (Place), and Promotion—to create value for the identified target market. By aligning the S-T-P framework with the marketing mix, companies can effectively address the needs of their target customers and differentiate their offerings in the market.

III. Marketing Action and Value Delivery & Sustainment

The final step in the Value Creation model aligns with the Marketing Action phase, which involves implementing, measuring, and sustaining the 4Ps strategies. This stage ensures that the value proposition is delivered to the customer through effective execution of the marketing mix. Additionally, it involves continuous measurement and analysis of marketing efforts to maintain and enhance value over time, ensuring that the strategies remain relevant and effective in achieving business objectives.

Methodology

Following the recommendations of Ambrosini et al. (2010), this study adopts an exploratory approach using business case studies, a method particularly suited for investigating contemporary issues with emerging theoretical frameworks (Ambrosini et al., 2010; Lapoule & Lynch, 2018).

The study focuses on three Mexican companies that have implemented innovative marketing strategies driven by AI technologies. To ensure consistency and clarity, the analysis is structured around the three core stages of the marketing cycle (Research - Strategy - Action) integrated with the application of three types of AI (Mechanical / Thinking / Feeling).

AI Across Marketing Stages: Insights from Business Cases

This section examines three Mexican business cases that demonstrate the application of artificial intelligence (AI) in marketing processes across the three key stages: Research, Strategy, and Action. The first case, **Arte Capital**, highlights how AI enhanced marketing research in the art industry, providing deeper insights into customer preferences and artist trends. The second case, **CEMEX TAVO**, focuses on the integration of AI into marketing strategy within the construction materials sector, enabling more targeted and efficient sales processes. The third case, **Grupo Bimbo**, illustrates AI's role in the marketing action stage, improving engagement and distribution strategies, particularly within the street food segment. Together, these cases showcase how AI drives innovation and creates value at every stage of the marketing cycle across diverse industries.

Stage 1. AI Application in Marketing Research

Business Case: Arte Capital (www.artecapital.com.mx/)

Industry: Art and Art fairs.

Company Profile: Arte Capital is a new and small player in the art market, established as a registered trademark on October 8, 2021, and launched to the public in June 2022. Positioned as an artistic and cultural movement, Arte Capital brings together various stakeholders from the visual and plastic arts. The company operates as a contemporary art ecosystem that offers both a web platform and an annual Art fair. Its mission is to revolutionize contemporary art promotion by providing an ecosystem of services that range from professional art management to integrating technology with art.

Value Proposition: Arte Capital's services cater to different market segments, with a primary focus on individuals and businesses who appreciate the intrinsic value of art and view it as a valuable long-term investment. The company has identified four main target markets:

Artists: Provided with platforms for selling their work, generating content, and enhancing their visibility.

Sponsors: Engaged to secure financial resources necessary for implementing the annual art fair.

Public: This group includes website users, fair attendees, and customers purchasing artworks through Arte Capital's platforms, with the goal of encouraging them to become art collectors.

Investors & Collectors: Investors purchase art as a financial investment, while collectors do so out of passion and appreciation for art.

Problem to be solved: The founders of Arte Capital identified the need for a tool to manage the vast amount of information related to both emerging and established artists participating in their ecosystem (website and fair). This tool would enable them to create more tailored offerings based on client profiles, thereby attracting more sponsors to finance the technological innovations that would enhance the attractiveness and relevance of future fairs.

AI Tool Marketing Solution: VADB[2]

The VADB platform organizes information on artistic, relational, and discursive practices - both institutional and autonomous - using the concepts of Local Scenes and Autonomous Art Management. Its open and collaborative system connects specialized data on contemporary art in Latin America, serving as a valuable resource for research and education.

By mapping connections between artists, works, events, organizations, and publications, VADB enhances visibility, documentation, preservation, and recognition of alternative art practices. It challenges traditional art structures, democratizing access to information, fostering engagement, and strengthening the relationship between art and the public.

How VADB Enhances the Marketing Research Process?

VADB played a crucial role in organizing and compiling the portfolios of artists participating in the first Arte Capital fair, enhancing the visibility of emerging artists while continuing to add value to the professional journeys of established ones.

Mechanical AI: VADB assists in data collection by utilizing techniques such as web scraping, API calls, and database access to gather relevant information on artists and exhibitions from various sources. It efficiently preprocesses this data by cleaning, organizing, and structuring it, ensuring its usability for constructing a comprehensive map of artists. This process involves removing duplicates, handling missing values, and standardizing data formats. Additionally, VADB creates a real-time graph that showcases each artist's trajectory, including both past and ongoing exhibitions.

Thinking AI: Through data analysis, VADB applies statistical and machine learning techniques to extract insights, identify patterns, and make predictions based on the collected artist information. It also organizes processed data for efficient storage and retrieval, utilizing databases linked to its web platform.

Feeling AI: After processing the artist information, VADB generates reports and visual maps that offer a more intuitive understanding of the data. It further refines this information based on artist feedback and other data sources, enabling customer profiling and segmentation by age, geography, and other factors. This allows for the personalized offering of artists' works based on customer preferences.

[2] **VADB** is a community that archives information on artists, artworks, publications, organizations, and contemporary art events in Latin America. Offers an AI app to map artists' trajectories. www.vadb.com

Stage 2. AI Application in Marketing Strategy

Business Case: **CEMEX TAVO** (www.cemexmexico.com/go).

Industry: Construction, Building materials, Cement, Commodity.

Company Profile*:* Founded in 1906 in Hidalgo, Nuevo León, CEMEX is a leading Mexican company in building materials, with a strong global presence across the Americas, Europe, and Asia. With approximately 40,600 employees worldwide, The company operates a network that produces, distributes, and markets cement, ready-mix concrete, aggregates, and related products. The company distinguishes itself through its commitment to customer satisfaction and ongoing innovation, particularly by leveraging technology to enhance operational efficiency. In line with this innovation-driven approach, "**Cemex Go**", a digital integrated platform that offers a unique customer experience in the construction industry, was a introduced. This platform is available across multiple devices, enabling users to place orders, track them in real-time, and manage invoices and payments for various products.

CEMEX Go integrated three key digital solutions:

1. **Cemex Go Online Stores:** A digital storefront providing an enhanced consumer experience, which includes the Construrama Digital store.
2. **Cemex Go CRM:** A customer relationship management platform designed to support and manage client interactions.
3. **Cemex Go Order Fulfillment:** A value chain process support network that ensures consistent product delivery and optimizes logistics costs.

Problem to be solved*:* CEMEX's reputation as a leader in innovation through digital technology and data analysis presented an ongoing challenge: how to consistently identify and capitalize on emerging opportunities across the diverse regions in which it operates. The company needed to enhance the role of its sales force, transitioning from traditional sellers to commercial partners who could leverage advanced AI tools. This shift required effective coordination with strategic areas responsible for analyzing initiatives and implementing consultative sales processes.

AI tool Marketing Solution

CEMEX revolutionized customer interactions in 2019 by introducing "**Olivia,**" an AI-powered virtual assistant for its Cemex Go platform. Designed to handle over 60 frequently asked questions, Olivia provided personalized support and set the foundation for a series of virtual assistants under the "Olivia" brand.

In 2023, CEMEX introduced **Olivia TAVO** ("Tu Asistente Virtual Online" or "Your Online Virtual Assistant"), a Generative AI tool created to support sales representatives. Olivia TAVO delivers detailed information on product specifications, regulations, commercial incentives, and building codes, enabling consultative, sustainability-focused sales. The tool was trained using unstructured data, including Sales team onboarding materials; Technical product details; Business directories (sales representatives and technical experts); Country-specific regulatory information; Commercial value propositions and Industry best practices.

By streamlining access to critical information, **Olivia TAVO** has empowered CEMEX's sales team to act as strategic partners, delivering tailored solutions and boosting overall sales performance.

How TAVO Enhances the Marketing Strategy Process?
TAVO was developed as a tool to support CEMEX's sales force, enabling sales representatives to engage in consultative selling and cross-selling tailored to each customer's profile and needs. By leveraging AI technologies, TAVO contributes to various aspects of the marketing strategy process:

Mechanical AI - Segmentation: Provides detailed information about product characteristics, allowing the sales force to segment customers more effectively and offer products that match their specific requirements.

Thinking AI - Targeting: Suggests products based on the analyzed needs and preferences of each customer, ensuring that sales representatives can target clients with the most relevant solutions.

Feeling AI - Positioning: Offers effective techniques to engage with and close sales with potential clients, including access to CEMEX personnel who can assist in finalizing deals or addressing any issues, thereby enhancing the overall positioning strategy.

Stage 3. AI Application in Marketing Action

Business Case: **Bimbo.**

Industry: Food, Bread, Snacks.

Company Profile: Founded in 1945, Grupo Bimbo S.A.B. de C.V. has become a global leader in the baking industry. What began as a small bakery in Mexico City under the vision of founders Lorenzo Servitje, Roberto Servitje, Jaime Jorba, Alfonso Velasco, and José T. Mata has grown into one of the world's largest and most influential baking companies. Today, Grupo Bimbo operates in over 23 countries with a diverse portfolio of well-known brands, making it a major player in the global food market. The company offers a wide range of baked goods, including sliced bread, cakes, and cookies, catering to varied consumer tastes and maintaining strong recognition and appreciation across international markets.

Problem to be solved: Street food is a vital part of Mexican culinary culture, attracting both locals and tourists. For Bimbo, the hot dog and hamburger bun category is essential, contributing 10.5% of the company's annual sales. In 2019, street stalls and small stores represented 33% of sales in this category, with an average weekly purchase of $3,000 pesos per stall. However, the COVID-19 pandemic forced the closure of approximately 2,000 street food businesses, leading to an 8% drop in sales. To address this challenge, Bimbo needed a solution to revitalize sales and support the 8,000 remaining small vendors struggling to recover from the pandemic's economic impact.

AI Tool Marketing Solution

In 2019, Bimbo launched the "***Entre Jochos y Hamburguesas***" (Between Hotdogs and Hamburgers) campaign to encourage out-of-home consumption. Paused during the pandemic, it was relaunched in 2022 to support the recovery of the street food sector. The initiative included a digital map helping users locate hot dog and hamburger stands using Bimbo products like Medias Noches and hamburger buns.

To execute this, Bimbo collaborated with Google to develop an API for the map, hosted on the web platform "***La Gran Guía de Jochos & Burgers***" (The Great Guide of Hotdogs & Hamburgers), covering vendors nationwide. To enhance the project's technology, Bimbo partnered with Performance Art, part of McCann Worldgroup, to create a custom AI engine. This AI leveraged detailed data, such as vendor names, locations, specialties, and unique ingredients. It also incorporated high-resolution images to generate over 42,000 unique, editable designs, with five variations per vendor. This approach gave each vendor a tailored digital presence, highlighting their offerings effectively.

Engaging the Customer: To further drive engagement, Bimbo included a **QR code** on its product packaging, encouraging consumers to access the online guide. Once on the website, users could filter businesses by geolocation, zip code, city, state, or business name, allowing for an intuitive and user-friendly experience. This feature was designed to be beneficial for both business owners, who could gain greater visibility, and consumers, who could discover new establishments in their area.

Outcome: This AI-driven marketing solution not only helped revive sales for Bimbo's hot dog and hamburger bun products but also supported thousands of small street food vendors across Mexico, providing them with a digital platform to reach new customers and recover from the pandemic's economic impact. It also positioned Bimbo as a brand that supports local businesses, reinforcing its role as a market leader in the food industry.

How can AI BIMBO's Website enhances the Marketing Action processes?

Bimbo launched an AI-powered website, "*La Gran Guía de Jochos & Burgers*" (The Great Guide of Jochos & Burgers), to support small street food vendors ("changarros"). In collaboration with Performance Art and leveraging the Google Maps API, this initiative boosted visibility for these businesses by integrating them into an interactive map that recommended nearby establishments to consumers based on their location.

Mechanical AI: Collected, organized, and presented detailed information about the various street food vendors, ensuring accurate and up-to-date data for customers.

Thinking AI: The app analyzed user location and preferences to suggest the nearest street food stalls, enhancing the chances of these small businesses being discovered by potential customers.

Feeling AI: The campaign was amplified by numerous influencers who promoted the guide, encouraging users to visit their nearest street food vendors and creating a sense of community around the initiative. This AI-powered marketing action not only increased visibility for small businesses but also strengthened Bimbo's connection with consumers by supporting local vendors and fostering a sense of loyalty to the brand.

Limitations & Future Research

This conceptual and exploratory study examines three Mexican companies, which may not fully represent the diversity of industries, company sizes, or regional variations within Mexico. As a result, the findings may have limited applicability across all sectors or geographical regions. Furthermore, given the rapid evolution of artificial intelligence, the AI applications and tools discussed reflect the state of technology at the time of the research. Future advancements may lead to new insights and applications.

Being primarily theoretical, this study emphasizes conceptual models and applications over empirical validation. To build on this foundation, future research will include a survey targeting a representative sample of companies from various industries in the Mexican market. The survey will identify the stage within the Three Key Stages Marketing Cycle (Research-Strategy-Action) where companies are implementing AI tools. Additionally, it will measure the extent of AI adoption and assess the outcomes of these implementations. This empirical approach will offer a broader and more comprehensive understanding of how AI is transforming marketing practices in Mexican businesses.

Final Reflections

This study explores the transformative potential of AI within the Three Key Stages Marketing Cycle—Research, Strategy, and Action—while linking it to the Marketing Value Identification and Creation Cycle. It highlights significant advancements in optimizing marketing practices, showcasing how AI enables companies to uncover deeper consumer insights, craft data-driven strategies, and elevate the effectiveness of their campaigns.

The cases of Arte Capital, CEMEX, and Bimbo vividly illustrate AI's role as a strategic asset, driving innovation and operational excellence. From Arte Capital's AI-powered market research to CEMEX's strategic applications and Bimbo's action-oriented AI solutions, these examples demonstrate how AI can be effectively leveraged across all stages of the marketing process to deliver tangible results.

As AI technology evolves, its integration with Martech[3] will drive more sophisticated Marketing capabilities, unlocking opportunities for value creation, differentiation, and enhanced customer engagement. Martech solutions powered by AI enable companies to leverage data more effectively, automate processes, and personalize customer experiences at scale. To thrive in this dynamic, data-driven landscape, businesses must not only adopt AI but also proactively adapt to its rapid evolution. Those that do will gain a sustained competitive advantage, positioning themselves as leaders in the next generation of Marketing innovation.

[3] **Martech** (short for **Marketing Technology**) refers to the collection of software tools, platforms, and technologies used by organizations to plan, execute, analyze, and optimize marketing campaigns and activities. It integrates data, automation, analytics, and customer engagement tools to enhance marketing effectiveness and efficiency.

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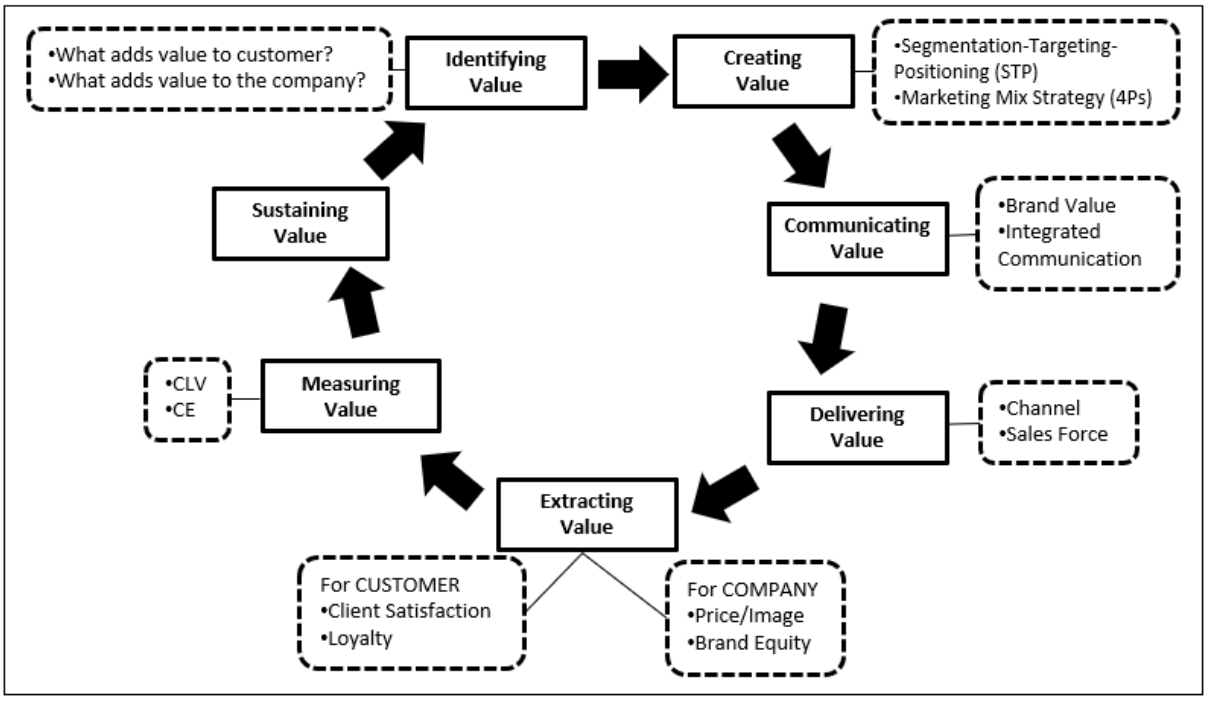
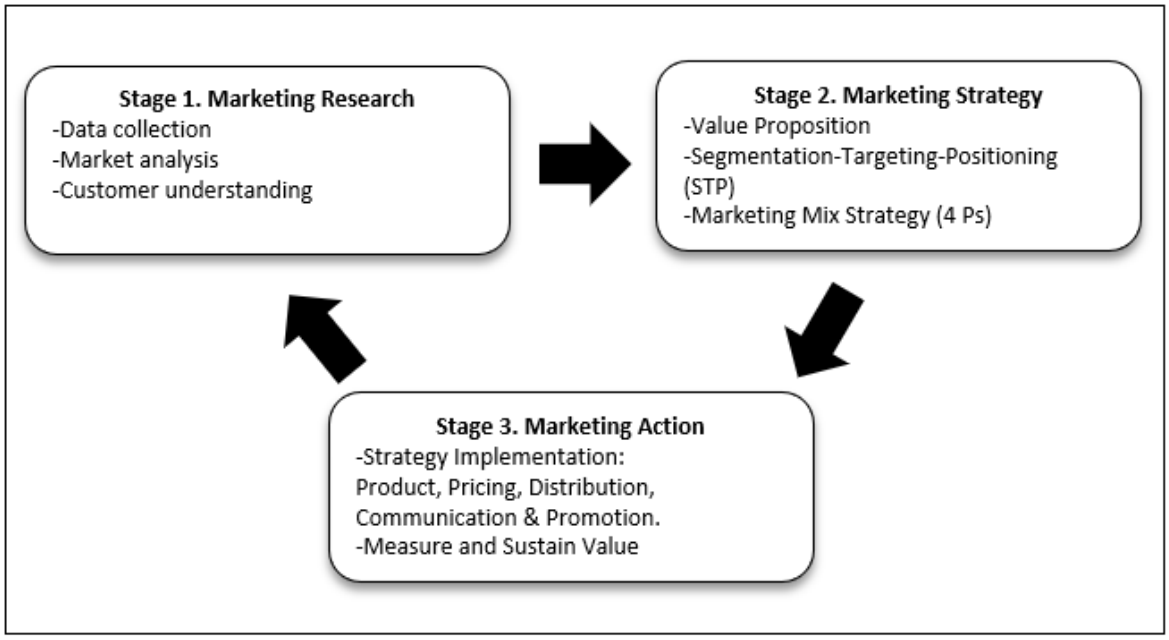
Exhibit 1: Marketing Value Identification & Creation Cycle



Source: IPADE's files

Exhibit 2: Three Key Stages Marketing Cycle: Research-Strategy-Action



Source: Adapted from Ming-Hui, H & Roland, T.R. (2021)