



# The Marketing Team of the Future.

Beyond Efficiency: The Rise of Intelligent, Growth-Obsessed Marketing Teams.

A practical guide for Australian marketers to help navigate how their teams, and their own careers, will evolve over the next 24 months.

October 2025.



Adobe is a supporter of this independently developed white paper.



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# Introduction: The Bold New Era of Human + AI Marketing Teams.

**In July 2025 ACAM launched the first Australian AI Readiness Benchmarking Report. Across its 55 pages one of the key and consistent themes is that Australian marketing teams are suffering varying degrees of AI Anxiety. Anxiety about future employment. Anxiety about the future face of marketing. Anxiety about learning new skills.**

There are two big drivers of AI Anxiety. Firstly, the tsunami of AI content and hype we are exposed to on a daily basis leading to cognitive overload and confusion. Secondly, there is widespread uncertainty about what exactly the future looks like for marketers. It's a winning combination for inaction and further stress.

This paper seeks to be a useful input for marketers to think specifically about what a marketing team looks like in the future and what careers there will be in a world

transformed by AI. This hopefully will help to reduce AI Anxiety. There will undoubtedly be job losses in certain legacy roles, but this paper takes a positive view of the wide range of new opportunities for being better marketers with fulfilling and financially rewarding careers. Rather than listing the roles that will cease to exist we focus on a future that belongs to marketers who adapt and grow.

We are positive about the future for marketing. It's an exciting new era.

This is because we believe marketers have a once in a generation opportunity to return marketing to its intended centre of gravity: driving commercial growth and lowering the cost of sale. And along the way remove the burden of process management and excessive admin that holds back our marketing teams.

We welcome your feedback and input as this is a journey that we take together.



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## How this Paper was Developed.

### Stage 1

#### Deep Dive.

Research through expert interviews and using Perplexity and ChatGPT drawing upon over 100 global sources, many of which are listed in the appendix.

### Stage 2

#### Unfettered Feedback.

Draft developed (10 iterations) then shared with our ACAM AI Pioneers for feedback. Thank you to these AI Pioneers for their intelligent and considered input into this white paper:



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CMO, Merlo Coffee



**Cameron  
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Strategic Advisor-  
Emerging Capabilities

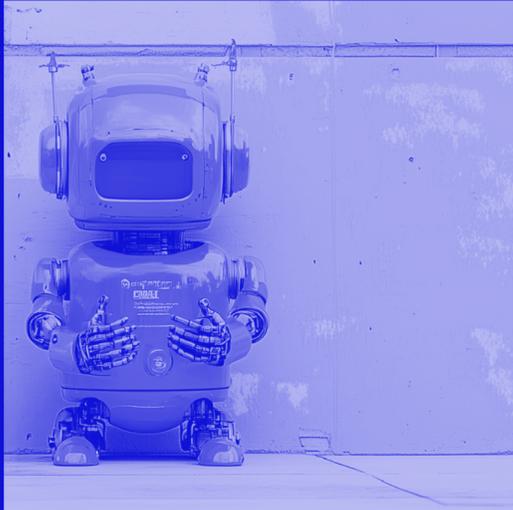


### Stage 3

#### Adversarial AI White Paper Assessment.

We worked with Perplexity AI to assess and refine the draft and then asked ChatGPT 5 to assess and critique the Perplexity draft. This allowed two AI models compete (with human supervision) for the best outcomes. Both were Unfailingly polite about each other's contribution.

#### Final Drafting, Design and Publication.



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# Nine Guiding Principles for Designing Future-Ready Marketing Teams.

# 1.

## Positive Strategic Orientation, Chase the Customer not the Tool:

Frame AI in Marketing as an enabler of better marketing outcomes like growth, not just efficiency. Focus on business and marketing objectives first not technology. Build a practical 'always evolving' 2-year transformation roadmap, with quarterly horizons and consistent guiding principles.

# 2.

## It's a Cultural Transformation:

Manage people change first, psychological safety, morale, change fatigue and resistance. Build a culture of curiosity and experimentation. Use neuroscience to help AI habit formation and adoption. Consider financial incentives for AI uptake in the team. Leaders should be AI ambitious but also vulnerable around AI uncertainties.

# 3.

## Don't Just Replicate the Past:

Your team structure should evolve, don't just replicate the pre-AI paradigm. AI can enable entirely new workflows, new experiences and customer journeys not just optimising existing ones. Think how you blend human and AI roles to enable better marketing. Ask yourself 'what does good look like in my marketing team?'

## 4.

### Find True Role Clarity:

Redefine or replace legacy roles with hybrid human + AI functions. Be very clear on how AI helps their specific role and responsibilities. Consider development of future marketing skills Core Superpowers (see section 4) as a baseline across your team.

## 5.

### Reset your Agency Relationships:

Shift agency value away from execution which will be automated or autonomous toward strategy, insights and higher-level human creativity.

## 6.

### Find your New Metrics and Impact Measures:

Clear primary objectives like AI incremental results lift through smarter marketing strategy and execution. Commercial impact plus secondary efficiency measures like reduced admin hours, time to market, content output, AI usage. Consider mapping your AI maturity progress versus competitors/peers.

# 7.

## Your Data Strategy is your Essential AI Enabler:

Get your data house in order. What do you have? Where is it? Is it clean, structured, secure and usable? Establish clear guardrails for ethical AI use, including bias detection, model transparency and have a robust Data Access Regime, it is AI foundational.

# 8.

## Lift your Customer Game:

Use AI to get closer to customers, more real-time insight, better personalisation, and faster feedback loops. Consider how Lifetime Customer Value (LCV) can be better calculated with AI, to enable better business casing for marketing investment. Work closer with CX team.

# 9.

## Govern with Intent:

Establish brand-safe, ethical guardrails for AI usage. Marketing will own the brand trust agenda in an AI world.



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# What will Marketing Teams do Differently by the end of 2027?

## What will a marketing team actually be doing each working day? What will your future team be paying attention to?

Here are some examples:

### 1. Predictive Brand Strategy:

Australian marketers will use AI to anticipate shifts in consumer sentiment, from economic anxieties to environmental concerns. Real-time data from social, economic, and cultural sources will help brands proactively adjust their positioning, ensuring relevance in a rapidly changing landscape.

### 2. A Different Kind of Brand Management:

The AI era is redefining brand management in Australia. Marketers must now blend traditional brand strategy with new skills in AI oversight, data ethics, and risk management. Over-reliance on AI can lead to brand voice dilution, generic messaging or even reputational risk from AI-generated errors or hallucinations. Consumer trust in brands will be under threat due to perceived erosion of authenticity, AI failures and increasing doubts over verification and security. Brand Managers will need to upskill in areas like algorithmic bias, privacy compliance and creative governance. Balancing efficiency with creation of a strong, authentic trusted brand voice.

### 3. Consumers Powered by AI, Meeting Instant Engagement Expectations:

Consumers will increasingly use AI powered by LAMs (Large Action Models) to engage with brands. Marketers will need to figure out how to meet the consumer heightened expectation of instant answers from brands. Marketers will brief AI agents, interpret live insights and steer strategy, collaborating daily with intelligent tech. The winning teams will embrace continuous learning, local relevance and transparent guardrails leading the new era of marketing.

### 4. Making their Agentic AI Work Harder for them:

There is little doubt we humans will experience the agony and ecstasy of life with Agentic AI. And it will be personal and personalised to our role and our mindset. We will be automating marketing processes, augmenting our marketing expertise and daily productivity and delegating end to end marketing.

## 5. Autonomous but Explainable Media Buying:

AI-powered platforms will take over much of the media buying process, using algorithms to optimise ad placements, channels, timing and budgets in real time. However, there will (hopefully) be less black box and more transparency for humans on how AI makes decisions.

## 6. Pre- and Real-Time Campaign Optimisation:

AI will continuously monitor campaign performance, automatically adjusting creative, targeting and spend to improve results. Marketers will be able to predictively test the results of hundreds of variations simultaneously, learning what works best for each audience segment and region, driving higher efficiency and effectiveness before going live.

## 7. AI-Driven Consumer Research:

Large language models and data mining tools will extract insights from vast datasets, including social media and customer feedback. Marketers will interact daily with AI agents that represent customer segments to guide better decision-making. AI will uncover emerging trends, identify new micro-segments and predict shifts in preferences, essential in a market as diverse as Australia's. Research will be faster and cheaper in order for marketers to focus on the customer every day, rather than focusing on marketing admin.

## 8. Seamless Marketing Ops:

Automation will streamline marketing operations, from campaign management to reporting and compliance. With Australia's strict privacy laws, AI tools that ensure regulatory compliance while reducing manual effort will become indispensable.

## 9. Hyper-Personalisation at Scale: The Dream Realised?

Previous attempts to deliver personalisation at scale in Australia have largely fallen short, leaving many marketers skeptical about the promise of truly tailored experiences. AI is now bridging this gap, making it possible to deliver highly individualised content, offers and journeys in real time. Advanced models can analyse vast behavioral and contextual data, enabling brands to adapt messaging and creative dynamically, even down to local slang or regional nuances. For the first time, the long-held vision of one-to-one marketing is within reach, restoring faith in personalisation as a powerful lever for engagement and growth.

## 10. Influencer and Creator Discovery:

AI will help brands identify emerging creators and influencers whose audiences align with their values and goals. Algorithms will assess engagement quality and audience demographics, making it easier to find the right local partners and measure ROI.

## 11. Next Level Always-On Social Listening:

AI-powered social listening tools will monitor conversations across platforms, detecting trends and sentiment shifts in real time. Australian brands will be able to respond quickly to opportunities and crises, engaging authentically with their audiences and managing reputation proactively.

## 12. End-to-End AI Agents:

Marketers will increasingly rely on AI agents to manage entire campaign workflows, from planning and execution to optimisation and reporting. These agents will act as tireless partners, coordinating tasks across channels and ensuring consistency, while marketers focus on strategy and creative direction.

## 13.

### The New Face of SEO and Paid Search:

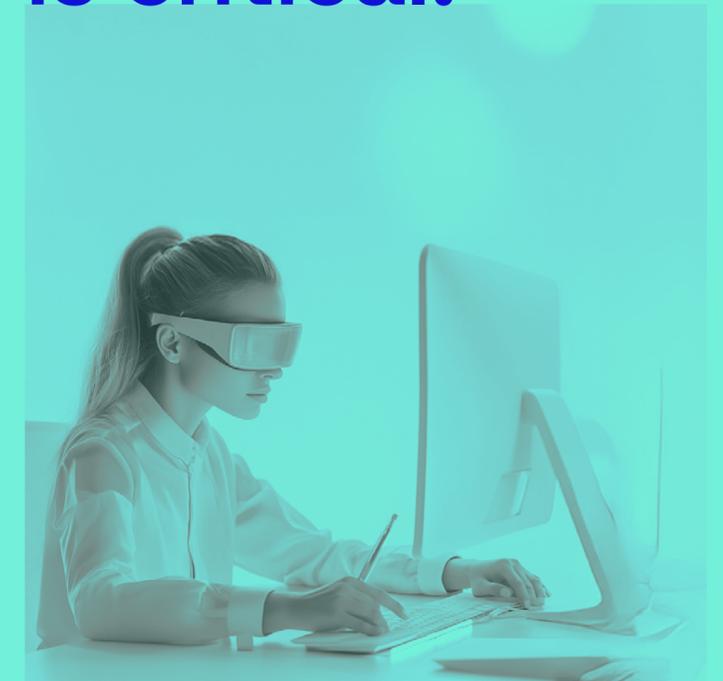
Australian marketers are witnessing a seismic shift as AI transforms both organic and paid search. With the rise of AI-powered answer engines and zero-click searches, traditional SEO tactics are being replaced by answer-first, intent-driven content. Voice search, local SEO and AI-curated summaries (like Google's AI Overviews) are becoming the norm. Paid search is also evolving, with AI-driven automation optimising bids, creative and targeting in real time. Marketers must master both Answer Engine Optimisation (AEO) and new ad formats, as paid opportunities on GenAI platforms emerge and consumer search habits rapidly change.

## 14.

### Lean into their Humanity-Based Skills:

Marketers will continue to play a critical role in marketing by applying their human judgment and decision making, contextual thinking, innovative creativity, and emotional intelligence to deliver better commercial outcomes. This will require marketers to undertake their own human transformation to refocus on these new core marketing skills.

# Human transformation is critical.





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# Core Superpowers: The Must-Have Skills for Tomorrow's Marketers.

A key foundational element of the team of the future is to map out the baseline skills you will need across the team and what specialist skills you will overlay onto this baseline for specialist roles. At an individual level it helps answer the question:

**‘What are the skills I will need to be a well-paid, career fulfilled marketer by 2027?’**

# 1.

## Marketing Fundamentals and Commercial Smarts.

### What it means:

AI can crunch the numbers, but your sharp commercial thinking and market sense are what drive growth. It's about a return to the four P's of marketing, blending real-time, AI-powered insight with judgment, empathy, and cultural fluency, making data feel human and building customer trust.

### How to build it:

Deepen your ROI focus, behavioural science skills, cultural analysis and brand storytelling. Pair with AI-powered tools to become faster, sharper and more future-ready.

# 2.

## AI Literacy and Orchestration.

### What it means:

You'll be the 'AI Conductor' understanding how AI works (and its limits), then skilfully blending AI tools across creative, data, media, and operations. It's also about spending less time on admin and stakeholder management. You don't have to be the coder; you orchestrate the right tools to get standout results.

### How to build it:

Master prompt engineering, model strengths/weaknesses, answer engine search impacts, and how to brief and evaluate AI outputs. Always be curious and courageous in exploring new tech.

# 3.

## Ethical and Risk Governance.

### What it means:

Not a lawyer, but a brand's 'Trust Guardian'. You steer clear of bias, copyright, misinformation and brand risk in your AI marketing, so your work always stays responsible and on-brand.

### How to build it:

Learn AI ethics, governance frameworks and brand risk management. Make transparency and data privacy your badge of honour.

## Foundational Soft Skills, the Multipliers.

These 'Superpowers in Disguise' put the HUMAN in every future marketer, unlocking your ability to thrive with AI, lead teams, and build trust:

### Adaptability and Agility.

You embrace change, pivot fast, and learn on the fly, thriving in constant transformation.

### Collaborative Intelligence (Human + AI Teamwork).

You blend human skills with the best of AI, collaborating across teams, functions, and even digital agents.

### Creative Storytelling and New Thinking.

You turn complex data and strategy into compelling stories and higher order propositions that move people internally and externally.

### Curiosity and Continuous Learning.

You're always upskilling, staying ahead of the latest trends, tech, and ideas; a marketer who never stops evolving.

### Empathy and Foresight.

You see beyond the numbers, creating clarity by finding the signals from the noise. From understanding what makes customers tick and what's just around the corner.

## Enabling Skill: Agentic AI, Across all Superpowers.

You don't just use intelligent agents; you design, brief, and 'de-risk' them, making AI truly your ally in every campaign.

**Pick One or More Specialist Powers ('add-on Superpowers')  
as you Start to Develop Add on Skills to Focus your Career Plan.**

**1.**  
Predictive  
Content Strategy,  
Creation and  
Personalisation.

**2.**  
Brand Discovery, GEO  
and SEO/SEM.

**3.**  
ROAI and  
Performance  
Measurement,  
Business Casing.

**4.**  
Commercial and  
Tactical Optimisation.

**5.**  
AI Transparency,  
Ethics, Brand Risk  
and Trust, Data  
Verification and  
Managing Data  
Access Regimes.

**6.**  
AAA Human +  
AI Workflow  
Integration.

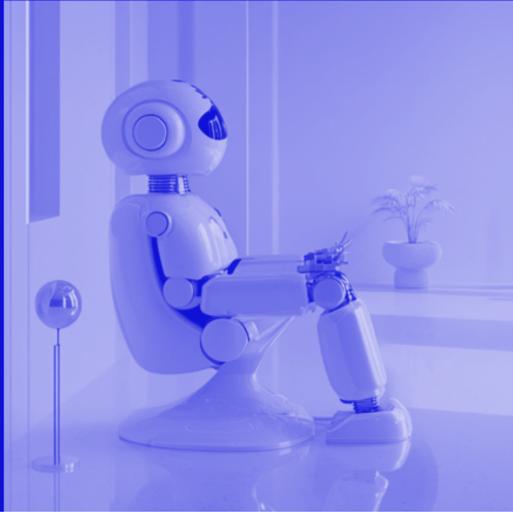
**7.**  
Assistance,  
Automation and  
Augmentation.

**8.**  
Strategic Marketing:  
AI Analytics, Insights,  
Leadership and  
Human Judgement.

**9.**  
AI-enabled Dynamic  
Journey Planning,  
Media Strategy and  
Buying.

**10.**  
Omnichannel  
Brand, Acquisition,  
Retention and  
Loyalty Marketing.

Think of your core and soft skills as the 'driver's license' for future marketing, essential for everyone, while your specialist add-ons are the 'endorsements' that let you tackle new terrain and reach your career destination faster and with more impact.



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# Reimagining the Team: Roles, Job Descriptions, and Clusters.

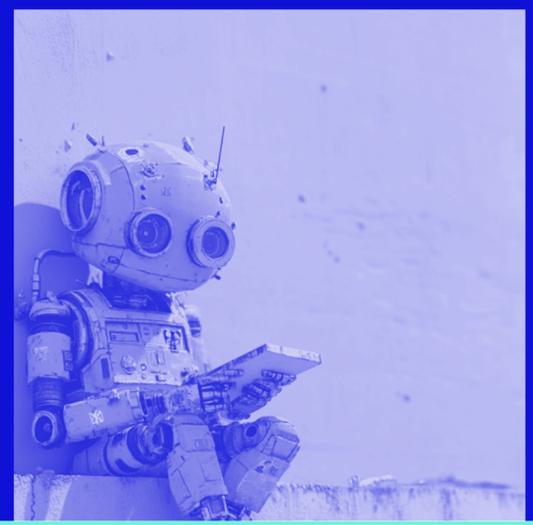
From our consultations with leading Australian CMO's it is clear every marketing team is unique, each with a different commercial and marketing focus. So, we don't pretend this is a magic formula for every team. Instead, we have imagined what the roles and job descriptions could be for three sizes of marketing team: small, medium and large. This will be a useful input into your own deliberations on what your specific team looks like in the future. Some marketing roles are labelled 'Evolved' as they are current roles that have been transformed. Some roles are labelled 'New' as they currently do not exist in marketing teams.

For each role we have written a role overview, created an example of how someone in that role would collaborate with AI, what their top three performance objectives might be.

- SMALL** Marketing Team of the Future Roles (4-7 people)
- MEDIUM** Marketing Team of the Future Roles (10-20 people)
- LARGE** Marketing Team of the Future Roles (50+ People)

# Every marketing team is unique.





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# Conclusion: From Chaos to Clarity, Your AI Marketing Career.



The team at ACAM believe that marketers have an incredible opportunity to be better through the deployment of AI. But too often we are burdened by AI Anxiety.

Now is the time for clarity.

According to the United Nations Labour Report 2025, only a small percentage of jobs, about 3.3% globally, are at high risk of having the majority of tasks automated by generative AI, and even in these roles, human involvement remains essential. Marketing may be more impacted than this

global average, but the key point remains, we need to move the AI conversation away from human replacement to human transformation.

It's time to make AI work for you and your career, but this requires a desire to transform yourself by choosing to upskill and

choosing to be ambitious for a new version of yourself in an AI empowered future.

There is a looming skills shortage of marketers who understand both marketing and AI, so by transforming, you have the opportunity to thrive in The Marketing Team of the Future.

“

This moment isn't about disruption, it's about reinvention. AI is redefining what's possible, empowering teams to move faster, think bigger, and connect more deeply with their audiences. By embracing AI, marketers free themselves to lead with storytelling and strategy, unlocking growth opportunities for themselves and their organisation.

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**Duncan Egan**

Vice President of Enterprise Marketing,  
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**Adobe**



007

# Appendix: Resources and Further Reading.



## SECTION 002

## Nine Guiding Principles for Designing Future-Ready Marketing Teams.

### Guiding Principle 1: Develop a Future-Ready Marketing Team

- ▶ [ama.org](https://ama.org) > [The Skills Marketers Need in 2025 and Beyond](https://ama.org)
- ▶ [careers.ox.ac.uk](https://careers.ox.ac.uk) > [The Future of Skills for Future Jobs](https://careers.ox.ac.uk)
- ▶ [coopacademy.com](https://coopacademy.com) > [The top soft skills to develop by 2027: 'Future of Jobs', World Economic Forum 2023 report](https://coopacademy.com)
- ▶ [teambuildersearch.com](https://teambuildersearch.com) > [Preparing for Future Marketing Skills Needs: A Roadmap for CMOs and Hiring Managers](https://teambuildersearch.com)
- ▶ [forsythestraining.com.au](https://forsythestraining.com.au) > [Report names the 10 most important current skills and the 10 skills on the rise](https://forsythestraining.com.au)
- ▶ [econsultancy.com](https://econsultancy.com) > [AI skills in demand as marketers wrestle with uncertainty into 2025](https://econsultancy.com)
- ▶ [lifewire.com](https://lifewire.com) > [Your Team's AI Tools Won't Deliver Without This Skill](https://lifewire.com)
- ▶ [thebrandingcorner.com](https://thebrandingcorner.com) > [5 essential Marketing skills in the AI era](https://thebrandingcorner.com)
- ▶ [mckinsey.com](https://mckinsey.com) > [Superagency in the workplace: Empowering people to unlock AI's full potential](https://mckinsey.com)
- ▶ [business.adobe.com](https://business.adobe.com) > [SAI is a bold opportunity — for both brands and consumers](https://business.adobe.com)
- ▶ [business.adobe.com](https://business.adobe.com) > [2025 AI and Digital Trends Australia and New Zealand in Focus](https://business.adobe.com)
- ▶ [news.adobe.com](https://news.adobe.com) > [Brands in Australia and New Zealand accelerate AI but face data challenges](https://news.adobe.com)
- ▶ [news.adobe.com](https://news.adobe.com) > [From Assistants to Agents: The AI Evolution in Australia](https://news.adobe.com)
- ▶ [news.adobe.com](https://news.adobe.com) > [Australia's agentic AI usage is accelerating fast](https://news.adobe.com)
- ▶ [business.adobe.com](https://business.adobe.com) > [Adobe: Generative AI-powered shopping rises with traffic to U.S. retail sites up 4,700%](https://business.adobe.com)

## SECTION 003

## What will Marketing Teams do Differently by the end of 2027?

### Marketing Trends and Insights

- ▶ [xpon.ai](https://xpon.ai) > [The Smart Business Revolution: Australia's Best AI Marketing Tools for 2025](https://xpon.ai)
- ▶ [ami.org.au](https://ami.org.au) > [ACAM's AI readiness report reveals Australian marketing teams lagging in AI maturity](https://ami.org.au)
- ▶ [rocketagency.com.au](https://rocketagency.com.au) > [The Future of Search in Australia: AI and SEO](https://rocketagency.com.au)
- ▶ [ravenlabs.com.au](https://ravenlabs.com.au) > [Why Australian Businesses Need Local SEO Services In 2025 \[Expert Guide\]](https://ravenlabs.com.au)
- ▶ [digifix.com.au](https://digifix.com.au) > [AI in PPC: How Automation Is Changing Paid Search Advertising](https://digifix.com.au)
- ▶ [zebeh.com](https://zebeh.com) > [Australian Brands Face Martech and Data Challenges Amidst AI Shifts](https://zebeh.com)
- ▶ [mumbrella.com.au](https://mumbrella.com.au) > [Google's AI comeback: How I/O 2025 rewrites Aussie marketing rules](https://mumbrella.com.au)
- ▶ [quintdigital.com.au](https://quintdigital.com.au) > [SEO Trends for 2025: What Every Australian Business Needs to Know](https://quintdigital.com.au)
- ▶ [vandalist.com.au](https://vandalist.com.au) > [The State of Search: How Organic and Paid Search Are Evolving in 2025](https://vandalist.com.au)
- ▶ [marketingmag.com.au](https://marketingmag.com.au) > [How organic search and AI in Australia will continue to evolve in 2025](https://marketingmag.com.au)
- ▶ [sitecentre.com.au](https://sitecentre.com.au) > [Brand Management In The Age Of AI](https://sitecentre.com.au)
- ▶ [wholebodypsych.com](https://wholebodypsych.com) > [Understanding the Physical and Mental Impacts of Uncertainty \(and How to Cope\)](https://wholebodypsych.com)
- ▶ [seo.com](https://seo.com) > [50+ AI Marketing Statistics in 2025: AI Marketing Trends & Insights](https://seo.com)

## SECTION 004

## Core Superpowers: The Must-Have Skills for Tomorrow's Marketers.

### Skills and Tools for the Future

- ▶ [ilo.org](https://ilo.org) > [Generative AI and Jobs: A Refined Global Index of Occupational Exposure](https://ilo.org)
- ▶ [ama.org](https://ama.org) > [The Skills Marketers Need in 2025 and Beyond](https://ama.org)
- ▶ [lifewire.com](https://lifewire.com) > [Your Team's AI Tools Won't Deliver Without This Skill](https://lifewire.com)
- ▶ [merca20.com](https://merca20.com) > [Want to work in AI applied to marketing? These are the skills most valued by companies](https://merca20.com)
- ▶ [economictimes.indiatimes.com](https://economictimes.indiatimes.com) > [Strategic marketing for leaders: Equipping professionals to lead in the AI age](https://economictimes.indiatimes.com)
- ▶ [teambuildersearch.com](https://teambuildersearch.com) > [Preparing for Future Marketing Skills Needs: A Roadmap for CMOs and Hiring Managers](https://teambuildersearch.com)
- ▶ [thebrandingcorner.com](https://thebrandingcorner.com) > [5 essential Marketing skills in the AI era](https://thebrandingcorner.com)
- ▶ [fastcompany.com](https://fastcompany.com) > [How marketers can get ready for game-changing agentic AI](https://fastcompany.com)
- ▶ [forsythestraining.com.au](https://forsythestraining.com.au) > [Report names the 10 most important current skills and the 10 skills on the rise](https://forsythestraining.com.au)
- ▶ [careers.ox.ac.uk](https://careers.ox.ac.uk) > [The Future of Skills for Future Jobs](https://careers.ox.ac.uk)
- ▶ [coopacademy.com](https://coopacademy.com) > [The top soft skills to develop by 2027: 'Future of Jobs', World Economic Forum 2023 report](https://coopacademy.com)
- ▶ [sciencedirect.com](https://sciencedirect.com) > [AI-powered marketing: What, where, and how?](https://sciencedirect.com)

## SECTION 005

## Reimagining the Team: Roles, Job Descriptions and Clusters.

### Team Roles and Job Descriptions

- ▶ [theaustralian.com.au](https://theaustralian.com.au) > [Rise of the digital workforce: rethinking work in the age of agentic AI](https://theaustralian.com.au)
- ▶ [arxiv.org](https://arxiv.org) > [Complement or substitute? How AI increases the demand for human skills](https://arxiv.org)
- ▶ [ibm.com](https://ibm.com) > [AI agents in marketing](https://ibm.com)
- ▶ [forbes.com](https://forbes.com) > [Agentic AI: What Marketers Really Need To Know And Who's Making It Happenmarketing](https://forbes.com)
- ▶ [contentgrip.com](https://contentgrip.com) > [AI agents: what marketers need to know](https://contentgrip.com)
- ▶ [24seventalent.com](https://24seventalent.com) > [The AI Agents Revolution: Why Your Next Marketing Hire Needs These Skills](https://24seventalent.com)
- ▶ [emarketer.com](https://emarketer.com) > [Why marketers should embrace agentic AI](https://emarketer.com)
- ▶ [idc.com](https://idc.com) > [How Agentic AI is Changing the Face of Marketing](https://idc.com)
- ▶ [forbes.com](https://forbes.com) > [How Agentic AI Is Reshaping Consumer Marketing—And How To Navigate It](https://forbes.com)
- ▶ [harvard.edu](https://harvard.edu) > [AI Will Shape the Future of Marketing](https://harvard.edu)