



Total	Business Size (number of employees)					
	Microbusiness (less than 10 employees)	Small (10 to 49 employees)	Medium (50 to 249 employees)	Large (250+ employees)	Net: Micro/ Small (less than 50 employees)	Net: SME (1 to 249 employees)
	A	B	C	D	E	F

VRA_Q1. Beyond content creation and basic automation...Which, if any, of the following areas is your business expecting to achieve ROI from using AI before 2030? (Please read the list carefully and select all that apply)

Base: All Marketing decision makers	500	253	101	71	75	354	425
Market forecasting/ Demand prediction (i.e. predicting future sales and customer demand)	17%	6%	18%	35%	33%	9%	14%
			A.E	A.B.E.F	A.B.E.F	A	A.E
Pricing optimisation/ Yield management (i.e. setting and adjusting prices to maximise revenue)	21%	7%	28%	25%	53%	13%	15%
			A.E.F	A.E.F	A.B.C.E.F	A	A.E
Customer lifetime value (CLV) prediction (i.e. identifying which customers are most valuable over time)	19%	5%	26%	37%	37%	11%	15%
			A.E.F	A.E.F	A.E.F	A	A.E
Personalised customer journey mapping (i.e. creating more personalised customer experiences)	20%	8%	28%	32%	37%	14%	17%
			A.E.F	A.E.F	A.E.F	A	A.E
Advanced audience segmentation (i.e. grouping customers into more precise target audiences)	15%	6%	19%	25%	33%	10%	12%
			A.E.F	A.E.F	A.B.E.F	A	A.E
Budget allocation optimisation - Media Mix Modelling (i.e. deciding how to best allocate marketing budgets across channels)	16%	6%	19%	27%	35%	10%	13%
			A.E.F	A.E.F	A.B.E.F	A	A.E
Competitor analysis/ Market Intelligence (i.e. monitoring competitors and tracking market trend)	23%	11%	28%	41%	39%	16%	20%
			A.E.F	A.E.F	A.E.F	A	A.E
Operational efficiency (non-creative i.e. improving internal processes and operational efficiency (non-creative tasks))	27%	17%	33%	39%	44%	21%	24%
			A.E.F	A.E.F	A.E.F	A	A.E
Reducing headcount in the business (i.e. downsizing by reducing the total number of employees)	8%	2%	12%	11%	19%	5%	6%
			A.E.F	A.E	A.E.F	A	A.E
Other	2%	2%	-	-	4%	1%	1%
					B		
Don't know	11%	11%	12%	10%	8%	11%	11%
Not applicable - The business does not expect to achieve any ROI from using AI before 2030	40%	63%	26%	18%	1%	52%	47%
		B.C.D.E.F	D	D		B.C.D.F	B.C.D



Total	Business Size (number of employees)					
	Microbusiness (less than 10 employees)	Small (10 to 49 employees)	Medium (50 to 249 employees)	Large (250+ employees)	Net: Micro/ Small (less than 50 employees)	Net: SME (1 to 249 employees)
	A	B	C	D	E	F

VRA_Q2i. Which, if any, of the following approaches are currently being taken to address any new skills needed to use AI in your business? (Please select all that apply)

Base: All Marketing decision makers	500	253	101	71	75	354	425
Primarily upskilling/reskilling existing talent	26%	18%	35% A.E.F	35% A.E.F	29% A	23% A	25% A.E
Primarily hiring new AI-specific roles (e.g., prompt engineers)	7%	3%	4%	14% A.B.E.F	19% A.B.E.F	3%	5% A.E
A balanced hybrid approach (upskilling and hiring)	14%	2%	15% A.E.F	18% A.E.F	45% A.B.C.E.F	6% A	8% A.E
Other	1%	2%	1%	1%	-	1%	1%
Don't know of any being taken	5%	7%	5%	3%	3%	7%	6%
Not applicable - We have not yet developed a formal strategy for this	47%	68% B.C.D.E.F	41% D	28% D	4%	60% B.C.D.F	55% B.C.D



Total	Business Size (number of employees)					
	Microbusiness (less than 10 employees)	Small (10 to 49 employees)	Medium (50 to 249 employees)	Large (250+ employees)	Net: Micro/ Small (less than 50 employees)	Net: SME (1 to 249 employees)
	A	B	C	D	E	F

VRA_Q3. For the following question, by 'AI-native marketing team' we mean a marketing team that has been designed from the ground up with AI as a core component. Thinking about 2027... Which ONE, if any, of the following do you think will be the primary role of the human marketer in an 'AI-native' marketing team?

	500	253	101	71	75	354	425
Strategic planning and long-term brand vision	23%	8%	29%	39%	52%	14%	18%
			A.E.F	A.E.F	A.B.E.F	A	A.E
Selecting and refining the best AI-generated outputs	15%	9%	18%	23%	27%	11%	13%
			A.E	A.E.F	A.E.F	A	A.E
Overseeing ethics, privacy, and brand safety	4%	4%	7%	3%	5%	5%	4%
Challenging the AI to find "outside the box" creative ideas	9%	9%	11%	10%	7%	9%	9%
Other	1%	1%	-	-	1%	1%	0%
Don't know	9%	12%	11%	4%	4%	12%	10%
		D				D	
Not applicable - I don't think there will be any AI-native marketing teams in 2027	38%	59%	25%	21%	4%	49%	44%
		B.C.D.E.F	D	D		B.C.D.F	B.C.D



Total	Business Size (number of employees)					
	Microbusiness (less than 10 employees)	Small (10 to 49 employees)	Medium (50 to 249 employees)	Large (250+ employees)	Net: Micro/ Small (less than 50 employees)	Net: SME (1 to 249 employees)
	A	B	C	D	E	F

VRA_Q4. Other than data privacy, what is the single biggest, unexpected risk or ethical dilemma your business has encountered (or anticipates) from using AI in marketing? (Please select the option that best applies. If your business has not used AI in any marketing activities so far, please choose the "not applicable" option below)

Base: All Marketing decision makers	500	253	101	71	75	354	425
AI showing bias or reinforcing harmful stereotypes	6%	3%	3%	11%	19%	3%	4%
				A.B.E.F	A.B.E.F		E
Marketing becoming too similar across brands, reducing our distinctiveness	20%	13%	15%	37%	35%	14%	17%
				A.B.E.F	A.B.E.F		A.E
AI producing inaccurate, misleading, or false information	26%	21%	41%	20%	27%	27%	25%
			A.C.E.F		A	A	
AI being used in ways that manipulate customers or limit their independent decision-making	4%	2%	4%	3%	15%	3%	3%
					A.B.C.E.F		
Other	1%	2%	-	-	-	1%	1%
Don't know	6%	7%	6%	4%	3%	7%	6%
Not applicable - our business has not used AI for marketing purposes	37%	53%	32%	25%	3%	47%	43%
		B.C.D.E.F	D	D		B.C.D.F	B.C.D



Total	Business Size (number of employees)					
	Microbusiness (less than 10 employees)	Small (10 to 49 employees)	Medium (50 to 249 employees)	Large (250+ employees)	Net: Micro/ Small (less than 50 employees)	Net: SME (1 to 249 employees)
	A	B	C	D	E	F

VRA_Q5i. Which, if any, of the following do you think your business needs from technology and agency partners right now, that it's not getting? (Please select all that apply)

Base: All Marketing decision makers	500	253	101	71	75	354	425
Clearer consulting	14%	6%	14%	24%	29%	8%	11%
			A.E	A.E.F	A.B.E.F	A	A.E
Better integration	22%	7%	24%	34%	56%	12%	16%
			A.E.F	A.E.F	A.B.C.E.F	A	A.E
Practical use cases	19%	9%	22%	32%	40%	12%	16%
			A.E	A.E.F	A.B.E.F	A	A.E
Help with implementation and change management	18%	7%	23%	30%	37%	11%	14%
			A.E.F	A.E.F	A.B.E.F	A	A.E
Advice on future staffing and required skills	11%	2%	12%	25%	31%	5%	8%
			A.E	A.B.E.F	A.B.E.F	A	A.E
Other	1%	1%	2%	-	1%	1%	1%
Don't know	7%	7%	9%	4%	5%	7%	7%
Not applicable – our business does not need anything from tech or agency partners that we are not already getting/ we don't use any tech or agency partners	49%	71%	39%	30%	7%	62%	56%
		B.C.D.E.F	D	D		B.C.D.F	B.C.D

Cell Contents (Column Percentages, Statistical Test Results), Statistics (Column Proportions, (95%): A/B/C/D/E/F, G/H



Total	Work industry (MAIN)						
	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms
	T	U	V	W	X	Y	Z

VRA_Q1. Beyond content creation and basic automation...Which, if any, of the following areas is your business expecting to achieve ROI from using AI before 2030? (Please read the list carefully and select all that apply)

Base: All Marketing decision makers	500	41	38	48	39	44	16	71
Market forecasting/ Demand prediction (i.e. predicting future sales and customer demand)	17%	15%	8%	19%	15%	18%	19%	28% U.AF
Pricing optimisation/ Yield management (i.e. setting and adjusting prices to maximise revenue)	21%	24%	24%	21%	26%	16%	19%	32% AC.AF
Customer lifetime value (CLV) prediction (i.e. identifying which customers are most valuable over time)	19%	12%	21%	19%	31% T.X	7%	13%	34% T.X.AA.AB.AF
Personalised customer journey mapping (i.e. creating more personalised customer experiences)	20%	22% AE	13%	27% AE	31% X.AE.AF	11%	13%	28% X.AE.AF
Advanced audience segmentation (i.e. grouping customers into more precise target audiences)	15%	7%	16%	19%	21%	14%	6%	25% T.AB.AE
Budget allocation optimisation - Media Mix Modelling (i.e. deciding how to best allocate marketing budgets across channels)	16%	12%	11%	19%	13%	14%	6%	27% AF
Competitor analysis/ Market Intelligence (i.e. monitoring competitors and tracking market trend)	23%	29%	16%	19%	26%	16%	13%	28%
Operational efficiency (non-creative i.e. improving internal processes and operational efficiency (non-creative tasks))	27%	22%	32% X	17%	33% X	9%	19%	41% T.V.X.AF
Reducing headcount in the business (i.e. downsizing by reducing the total number of employees)	8%	12%	8%	10%	5%	7%	-	17% AE.AF
Other	2%	-	-	2%	-	-	-	1%
Don't know	11%	12%	5%	10%	10%	5%	19%	7%
Not applicable - The business does not expect to achieve any ROI from using AI before 2030	40%	39%	45% Z	40% Z	26%	70%	31%	23% T.U.V.W.Y.Z.AA.AB.AF



Total	Work industry (MAIN)						
	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms
	T	U	V	W	X	Y	Z

VRA_Q2i. Which, if any, of the following approaches are currently being taken to address any new skills needed to use AI in your business? (Please select all that apply)

Base: All Marketing decision makers	500	41	38	48	39	44	16	71
Primarily upskilling/reskilling existing talent	26%	22%	37%	17%	28%	7%	31%	31%
		X	V.X		X		X	X
Primarily hiring new AI-specific roles (e.g., prompt engineers)	7%	5%	8%	10%	15%	2%	6%	17%
			AF	AF	X.AF			X.AE.AF
A balanced hybrid approach (upskilling and hiring)	14%	15%	5%	17%	15%	9%	13%	20%
								U.AC
Other	1%	-	3%	-	-	-	-	3%
Don't know of any being taken	5%	10%	-	10%	-	5%	13%	4%
		W		U.W		U.W		
Not applicable - We have not yet developed a formal strategy for this	47%	49%	47%	46%	41%	77%	38%	25%
		Z	Z	Z	T.U.V.W.Y.Z.AA.AB.AF			



Total	Work industry (MAIN)						
	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms
	T	U	V	W	X	Y	Z

VRA_Q3. For the following question, by 'AI-native marketing team' we mean a marketing team that has been designed from the ground up with AI as a core component.Thinking about 2027...Which ONE, if any, of the following do you think will be the primary role of the human marketer in an 'AI-native' marketing team?

Base: All Marketing decision makers	500	41	38	48	39	44	16	71
Strategic planning and long-term brand vision	23%	17%	26%	8%	36%	18%	25%	39%
			V.AF		V.AF			T.V.X.AF
Selecting and refining the best AI-generated outputs	15%	20%	13%	23%	23%	7%	13%	18%
				X.AF	X			
Overseeing ethics, privacy, and brand safety	4%	-	3%	6%	5%	-	-	7%
Challenging the AI to find "outside the box" creative ideas	9%	15%	5%	17%	5%	9%	6%	8%
Other	1%	-	-	2%	-	-	-	-
Don't know	9%	15%	8%	8%	10%	9%	13%	6%
Not applicable - I don't think there will be any AI-native marketing teams in 2027	38%	34%	45%	35%	21%	57%	44%	21%
			W.Z.AB			T.V.W.Z.AA.AB		



Total	Work industry (MAIN)						
	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms
	T	U	V	W	X	Y	Z

VRA_Q4. Other than data privacy, what is the single biggest, unexpected risk or ethical dilemma your business has encountered (or anticipates) from using AI in marketing? (Please select the option that best applies. If your business has not used AI in any marketing activities so far, please choose the "not applicable" option below)

Base: All Marketing decision makers	500	41	38	48	39	44	16	71
AI showing bias or reinforcing harmful stereotypes	6%	12%	3%	-	10%	2%	-	14%
		V			V			V.X
Marketing becoming too similar across brands, reducing our distinctiveness	20%	12%	26%	15%	33%	9%	19%	24%
			X		T.V.X.AF			X
AI producing inaccurate, misleading, or false information	26%	24%	21%	25%	23%	25%	50%	28%
							U.AD.AE.AF	AE
AI being used in ways that manipulate customers or limit their independent decision-making	4%	2%	-	8%	5%	2%	6%	10%
								U.AF
Other	1%	-	3%	-	-	-	-	-
Don't know	6%	10%	8%	10%	5%	2%	-	3%
Not applicable - our business has not used AI for marketing purposes	37%	39%	39%	42%	23%	59%	25%	21%
		Z.AA	Z.AA	Z.AA	AA	W.Y.Z.AA.AB	AA	AA



Total	Work industry (MAIN)						
	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms
	T	U	V	W	X	Y	Z

VRA_Q5i. Which, if any, of the following do you think your business needs from technology and agency partners right now, that it's not getting? (Please select all that apply)

Base: All Marketing decision makers	500	41	38	48	39	44	16	71
Clearer consulting	14%	17%	26%	13%	15%	11%	13%	18%
		AF	AF	AF	AF	AF	AF	AF
Better integration	22%	27%	29%	27%	31%	9%	6%	41%
		X.AF	X.AF	X.AF	X.AF			X.Y.AC.AD.AE.AF
Practical use cases	19%	10%	13%	25%	33%	11%	25%	37%
				AF	T.U.X.AC.AF			T.U.X.AC.AF
Help with implementation and change management	18%	15%	18%	19%	23%	14%	25%	27%
								AF
Advice on future staffing and required skills	11%	5%	16%	15%	8%	7%	13%	25%
			AF	AF				T.W.X.AE.AF
Other	1%	-	-	4%	-	2%	-	-
Don't know	7%	12%	8%	6%	8%	7%	13%	1%
		Z					Z	
Not applicable – our business does not need anything from tech or agency partners that we are not already getting/ we don't use any tech or agency partners	49%	44%	47%	48%	31%	66%	25%	31%
					T.W.Y.Z.AA.AB			

Cell Contents (C/I/J/K/L/M/N/O/P/Q/R/S, T/U/V/W/X/Y/Z/AA/AB/AC/AD/AE/AF, AG/AH/AI/AJ/AK/AL/AM/AN/AO/AP, AQ/AR/AS/AT/AU/A

VCCPRoar
AIMarketing

MARKETING DECISION MAKERS Sample: 27th February - 2nd March 2026



Total	Work industry (MAIN)					
	Media/ marketing/ advertising/ PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
	AA	AB	AC	AD	AE	AF

VRA_Q1. Beyond content creation and basic automation...Which, if any, of the following areas is your business expecting to achieve ROI from using AI before 2030? (Please read the list carefully and select all that apply)

Base: All Marketing decision makers	500	37	28	20	7	21	90
Market forecasting/ Demand prediction (i.e. predicting future sales and customer demand)	17%	22%	14%	10%	14%	10%	12%
Pricing optimisation/ Yield management (i.e. setting and adjusting prices to maximise revenue)	21%	19%	25%	5%	-	24%	13%
Customer lifetime value (CLV) prediction (i.e. identifying which customers are most valuable over time)	19%	14%	11%	20%	-	14%	17%
Personalised customer journey mapping (i.e. creating more personalised customer experiences)	20%	16%	29%	35%	-	-	14%
Advanced audience segmentation (i.e. grouping customers into more precise target audiences)	15%	19%	7%	10%	-	5%	16%
Budget allocation optimisation - Media Mix Modelling (i.e. deciding how to best allocate marketing budgets across channels)	16%	16%	29%	20%	-	10%	12%
Competitor analysis/ Market Intelligence (i.e. monitoring competitors and tracking market trend)	23%	32%	29%	25%	14%	10%	23%
Operational efficiency (non-creative i.e. improving internal processes and operational efficiency (non-creative tasks))	27%	43%	36%	25%	14%	29%	22%
Reducing headcount in the business (i.e. downsizing by reducing the total number of employees)	8%	8%	4%	5%	-	-	6%
Other	2%	11%	-	-	-	-	2%
Don't know	11%	14%	14%	15%	14%	10%	13%
Not applicable - The business does not expect to achieve any ROI from using AI before 2030	40%	24%	21%	45%	71%	52%	50%
			Z	W.Z.AA.AB	W.Z.AA.AB	W.Z.AA.AB	AI.AJ



Total	Work industry (MAIN)					
	Media/ marketing/ advertising/ PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
	AA	AB	AC	AD	AE	AF

VRA_Q2i. Which, if any, of the following approaches are currently being taken to address any new skills needed to use AI in your business? (Please select all that apply)

Base: All Marketing decision makers	500	37	28	20	7	21	90
Primarily upskilling/reskilling existing talent	26%	43%	25%	30%	-	19%	26%
		T.V.X.AD	X	X			X
Primarily hiring new AI-specific roles (e.g., prompt engineers)	7%	5%	7%	-	-	-	1%
A balanced hybrid approach (upskilling and hiring)	14%	16%	29%	-	14%	10%	10%
			U.X.AC.AF				
Other	1%	-	-	-	-	-	3%
Don't know of any being taken	5%	3%	4%	10%	-	-	8%
			W				
Not applicable - We have not yet developed a formal strategy for this	47%	32%	36%	60%	86%	71%	52%
			Z.AA	W.Y.Z.AA.AB	W.Y.Z.AA.AB		Z.AA



Total	Work industry (MAIN)					
	Media/ marketing/ advertising/ PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
	AA	AB	AC	AD	AE	AF

VRA_Q3. For the following question, by 'AI-native marketing team' we mean a marketing team that has been designed from the ground up with AI as a core component. Thinking about 2027... Which ONE, if any, of the following do you think will be the primary role of the human marketer in an 'AI-native' marketing team?

Base: All Marketing decision makers	500	37	28	20	7	21	90
Strategic planning and long-term brand vision	23%	32%	39%	25%	14%	19%	9%
		V.AF	T.V.AF	AF			
Selecting and refining the best AI-generated outputs	15%	16%	21%	5%	-	14%	10%
Overseeing ethics, privacy, and brand safety	4%	8%	7%	5%	-	5%	4%
Challenging the AI to find "outside the box" creative ideas	9%	5%	4%	-	-	10%	12%
Other	1%	3%	-	-	-	-	1%
Don't know	9%	8%	11%	5%	-	5%	13%
Not applicable - I don't think there will be any AI-native marketing teams in 2027	38%	27%	18%	60%	86%	48%	50%
			W.Z.AA.AB	T.V.W.Z.AA.AB	W.Z.AB		W.Z.AA.AB



Total	Work industry (MAIN)					
	Media/ marketing/ advertising/ PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
	AA	AB	AC	AD	AE	AF

VRA_Q4. Other than data privacy, what is the single biggest, unexpected risk or ethical dilemma your business has encountered (or anticipates) from using AI in marketing? (Please select the option that best applies. If your business has not used AI in any marketing activities so far, please choose the "not applicable" option below)

Base: All Marketing decision makers	500	37	28	20	7	21	90
AI showing bias or reinforcing harmful stereotypes	6%	11% V	7%	-	-	-	6%
Marketing becoming too similar across brands, reducing our distinctiveness	20%	32% T.X.AF	36% T.V.X.AF	20%	-	14%	13%
AI producing inaccurate, misleading, or false information	26%	43% U.AD.AE.AF	25%	30% AE	-	5%	22%
AI being used in ways that manipulate customers or limit their independent decision-making	4%	3%	-	-	-	14% U.AB.AF	2%
Other	1%	-	-	-	-	-	3%
Don't know	6%	5%	7%	10%	-	5%	6%
Not applicable - our business has not used AI for marketing purposes	37%	5%	25% AA	40% AA	100% W.X.Y.Z.AA.AB./ W.X.Y.Z.AA.AB.	62% W.Y.Z.AA.AB	48% W.Z.AA.AB



Total	Work industry (MAIN)					
	Media/ marketing/ advertising/ PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
	AA	AB	AC	AD	AE	AF

VRA_Q5i. Which, if any, of the following do you think your business needs from technology and agency partners right now, that it's not getting? (Please select all that apply)

Base: All Marketing decision makers	500	37	28	20	7	21	90
Clearer consulting	14%	14%	21%	20%	14%	10%	2%
		AF	AF	AF			
Better integration	22%	24%	25%	10%	-	14%	7%
		AF	AF				
Practical use cases	19%	27%	21%	5%	-	14%	9%
		AC.AF					
Help with implementation and change management	18%	11%	25%	25%	-	19%	10%
			AF				
Advice on future staffing and required skills	11%	11%	29%	5%	-	-	3%
			T.W.X.AC.AE.AF				
Other	1%	-	-	-	-	5%	1%
Don't know	7%	8%	7%	-	-	10%	7%
Not applicable – our business does not need anything from tech or agency partners that we are not already getting/ we don't use any tech or agency partners	49%	35%	36%	60%	86%	62%	72%
			W.Y.Z	T.W.Y.Z.AA.AB	W.Y.Z	.U.V.W.Y.Z.AA.A	

VCCPRoar
AIMarketing

MARKETING DECISION MAKERS Sample: 27th February - 2nd March 2026



Total	Omnibus Decision Maker									
	Marketing activities (e.g. advertising, direct marketing, PR)	Business development/ sales	Company credit/ charge cards	Finance/ accounting	Company mobile phones	Company pension scheme	HR (e.g. personnel, learning and development, recruitment)	IT/ Telecoms	Procurement/ purchasing	Electricity/ gas supply
	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP

VRA_Q1. Beyond content creation and basic automation...Which, if any, of the following areas is your business expecting to achieve ROI from using AI before 2030? (Please read the list carefully and select all that apply)

Base: All Marketing decision makers	500	500	464	327	369	336	309	404	360	403	297
Market forecasting/ Demand prediction (i.e. predicting future sales and customer demand)	17%	17%	17%	17%	17%	16%	17%	17%	17%	16%	17%
Pricing optimisation/ Yield management (i.e. setting and adjusting prices to maximise revenue)	21%	21%	21%	25% AG.AH.AM.AO	24% AG.AH	24% AG.AH	24% AG.AH	22%	23% AG.AH	22%	24% AG.AH
Customer lifetime value (CLV) prediction (i.e. identifying which customers are most valuable over time)	19%	19%	18%	18%	19%	17%	18%	17%	18%	18%	18%
Personalised customer journey mapping (i.e. creating more personalised customer experiences)	20%	20%	19%	19%	20%	19%	18%	19%	19%	19%	18%
Advanced audience segmentation (i.e. grouping customers into more precise target audiences)	15%	15%	15%	15%	15%	15%	15%	15%	16%	15%	15%
Budget allocation optimisation - Media Mix Modelling (i.e. deciding how to best allocate marketing budgets across channels)	16%	16%	16%	17%	17%	16%	17%	17%	18%	16%	17%
Competitor analysis/ Market Intelligence (i.e. monitoring competitors and tracking market trend)	23%	23% AI.AK.AN.AO.AP	22% AK.AP	20%	21% AK.AP	19%	21% AP	22% AK.AP	21% AP	21% AP	18%
Operational efficiency (non-creative i.e. improving internal processes and operational efficiency (non-creative tasks))	27%	27%	28%	27%	27%	26%	28%	26%	27%	28%	26%
Reducing headcount in the business (i.e. downsizing by reducing the total number of employees)	8%	8%	8%	8%	10% AG.AH.AI.AK.AM.AN.AO.AP	8%	9% AP	8%	8%	8%	7%
Other	2%	2%	2% AJ	1%	1%	1%	1%	1%	2%	1%	1%
Don't know	11%	11% .AK.AL.AM.AN.A	10% AI.AL.AN.AP	8%	9%	8%	7%	9%	8%	9%	8%
Not applicable - The business does not expect to achieve any ROI from using AI before 2030	40%	40%	41%	43%	41%	43% AG	41%	43% AG.AH	42%	43% AG.AH	46% AG.AH.AJ.AL.AM

VCCPRoar
AI Marketing

MARKETING DECISION MAKERS Sample: 27th February - 2nd March 2026



Total	Omnibus Decision Maker									
	Marketing activities (e.g. advertising, direct marketing, PR)	Business development/ sales	Company credit/ charge cards	Finance/ accounting	Company mobile phones	Company pension scheme	HR (e.g. personnel, learning and development, recruitment)	IT/ Telecoms	Procurement/ purchasing	Electricity/ gas supply
	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP

VRA_Q2i. Which, if any, of the following approaches are currently being taken to address any new skills needed to use AI in your business? (Please select all that apply)

Base: All Marketing decision makers	500	500	464	327	369	336	309	404	360	403	297
Primarily upskilling/reskilling existing talent	26%	26%	25%	23%	23%	23%	23%	23%	25%	24%	20%
		AI.AJ.AK.AM.AP	AI.AJ.AM.AP			AP	AP	AP	AP	AP	
Primarily hiring new AI-specific roles (e.g., prompt engineers)	7%	7%	6%	9%	8%	8%	9%	7%	8%	8%	9%
				AH	AH	AH	AH		AH	AH	AH
A balanced hybrid approach (upskilling and hiring)	14%	14%	14%	13%	13%	13%	14%	14%	13%	13%	12%
Other	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
		AK.AO	AK.AO						AK		
Don't know of any being taken	5%	5%	6%	5%	6%	5%	5%	4%	5%	5%	6%
		AM	AM		AM						AI.AM.AN
Not applicable - We have not yet developed a formal strategy for this	47%	47%	47%	51%	49%	51%	48%	50%	49%	49%	52%
				AG.AH		AG.AH		AG.AH		AG.AH	AG.AH.AL.AN



Total	Omnibus Decision Maker									
	Marketing activities (e.g. advertising, direct marketing, PR	Business development/ sales	Company credit/ charge cards	Finance/ accounting	Company mobile phones	Company pension scheme	HR (e.g. personnel, learning and development, recruitment	IT/ Telecoms	Procurement/ purchasing	Electricity/ gas supply
	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP

VRA_Q3. For the following question, by 'AI-native marketing team' we mean a marketing team that has been designed from the ground up with AI as a core component.Thinking about 2027...Which ONE, if any, of the following do you think will be the primary role of the human marketer in an 'AI-native' marketing team?

	500	500	464	327	369	336	309	404	360	403	297
Strategic planning and long-term brand vision	23%	23%	23%	23%	21%	21%	23%	22%	22%	22%	22%
Selecting and refining the best AI-generated outputs	15%	15%	15%	15%	16% AP	17% AI.AO.AP	16% AP	15%	16% AP	15%	13%
Overseeing ethics, privacy, and brand safety	4%	4%	5%	4%	5%	4%	4%	4%	4%	4%	5% AI.AN
Challenging the AI to find "outside the box" creative ideas	9%	9%	9%	9%	9%	9%	8%	9%	9%	9%	8%
Other	1%	1%	1% AJ	0%	0%	0%	0%	1%	0%	1%	0%
Don't know	9%	9% AI	10% AI.AM	7%	8%	8%	9% AI	8%	9% AI	9% AI	9% AI
Not applicable - I don't think there will be any AI-native marketing teams in 2027	38%	38%	39%	42% AG.AH	40%	40%	40%	41% AG.AH	41%	41% AG.AH	41%



Total	Omnibus Decision Maker									
	Marketing activities (e.g. advertising, direct marketing, PR)	Business development/ sales	Company credit/ charge cards	Finance/ accounting	Company mobile phones	Company pension scheme	HR (e.g. personnel, learning and development, recruitment)	IT/ Telecoms	Procurement/ purchasing	Electricity/ gas supply
	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP

VRA_Q4. Other than data privacy, what is the single biggest, unexpected risk or ethical dilemma your business has encountered (or anticipates) from using AI in marketing? (Please select the option that best applies. If your business has not used AI in any marketing activities so far, please choose the "not applicable" option below)

Base: All Marketing decision makers	500	500	464	327	369	336	309	404	360	403	297
AI showing bias or reinforcing harmful stereotypes	6%	6%	6%	8%	7%	7%	7%	6%	7%	6%	8%
Marketing becoming too similar across brands, reducing our distinctiveness	20%	20%	18%	18%	18%	19%	19%	20%	19%	19%	18%
AI producing inaccurate, misleading, or false information	26%	26%	27%	22%	23%	23%	22%	24%	24%	24%	22%
AI being used in ways that manipulate customers or limit their independent decision-making	4%	4%	5%	5%	5%	4%	5%	4%	5%	5%	5%
Other	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Don't know	6%	6%	6%	5%	5%	5%	5%	4%	4%	5%	5%
Not applicable - our business has not used AI for marketing purposes	37%	37%	38%	42%	40%	41%	41%	40%	39%	40%	42%



Total	Omnibus Decision Maker									
	Marketing activities (e.g. advertising, direct marketing, PR)	Business development/ sales	Company credit/ charge cards	Finance/ accounting	Company mobile phones	Company pension scheme	HR (e.g. personnel, learning and development, recruitment)	IT/ Telecoms	Procurement/ purchasing	Electricity/ gas supply
	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP

VRA_Q5i. Which, if any, of the following do you think your business needs from technology and agency partners right now, that it's not getting? (Please select all that apply)

Base: All Marketing decision makers	500	500	464	327	369	336	309	404	360	403	297
Clearer consulting	14%	14%	14%	16%	15%	16%	17%	14%	15%	14%	16%
							AG.AH.AM.AO				
Better integration	22%	22%	22%	24%	22%	23%	23%	22%	21%	21%	22%
Practical use cases	19%	19%	20%	19%	20%	18%	20%	20%	18%	19%	18%
Help with implementation and change management	18%	18%	18%	20%	20%	19%	20%	19%	18%	17%	18%
				AG.AN.AO.AP	AG.AO		AO.AP				
Advice on future staffing and required skills	11%	11%	12%	11%	12%	12%	12%	12%	11%	11%	11%
Other	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Don't know	7%	7%	6%	5%	6%	5%	6%	5%	6%	6%	6%
		AM									
Not applicable – our business does not need anything from tech or agency partners that we are not already getting/ we don't use any tech or agency partners	49%	49%	49%	50%	49%	51%	49%	51%	51%	51%	52%
	B									AH	

Cell Contents (CV/BX, BY/BZ/CA/CB, CC/CD/CE/CF/CG/CH/CI/CJ/CK, CL/CM/CN/CO/CP/CQ/CR/CS/CT/CU, CV/CW/CX/CY/CZ/DA/DB/DC, DD/DE/DF/DG/DH/DI/DJ/DK/DL/DM, DN/DC



Total	Company annual turnover						Company age				
	First year of trading	Less than £1 million	£1 million to £9.9 million	£10 million or more	Don't know	Prefer not to answer	Up to 5 years	Over 5 years up to 10 years	Over 10 years up to 20 years	Over 20 years up to 35 years	Over 35 years
	AQ	AR	AS	AT	AU	AV	AW	AX	AY	AZ	BA

VRA_Q1. Beyond content creation and basic automation...Which, if any, of the following areas is your business expecting to achieve ROI from using AI before 2030? (Please read the list carefully and select all that apply)

Base: All Marketing decision makers	500	8	216	105	97	28	46	60	86	140	112	96
Market forecasting/ Demand prediction (i.e. predicting future sales and customer demand)	17%	-	8%	21% AR.AV	32% AR.AV	36% AR.AV	4%	12%	14%	19%	17%	18%
Pricing optimisation/ Yield management (i.e. setting and adjusting prices to maximise revenue)	21%	-	12%	29% AR.AV	42% AQ.AR.AS.AU.AV	18%	7%	18%	26%	22%	19%	19%
Customer lifetime value (CLV) prediction (i.e. identifying which customers are most valuable over time)	19%	-	6%	33% AR.AV	36% AQ.AR.AV	21% AR	11%	8%	22% AW	16%	23% AW	20%
Personalised customer journey mapping (i.e. creating more personalised customer experiences)	20%	-	12%	33% AR.AV	29% AR.AV	32% AR.AV	4%	17%	20%	21%	21%	19%
Advanced audience segmentation (i.e. grouping customers into more precise target audiences)	15%	-	6%	20% AR	33% AR.AS.AV	25% AR	9%	5%	16% AW	19% AW	17% AW	15%
Budget allocation optimisation - Media Mix Modelling (i.e. deciding how to best allocate marketing budgets across channels)	16%	-	8%	25% AR.AV	32% AR.AV	18% AV	2%	7%	22% AW	19% AW	15%	15%
Competitor analysis/ Market Intelligence (i.e. monitoring competitors and tracking market trend)	23%	-	13%	36% AQ.AR.AV	38% AQ.AR.AV	21%	13%	17%	22%	26%	24%	22%
Operational efficiency (non-creative i.e. improving internal processes and operational efficiency (non-creative tasks))	27%	-	17%	43% AQ.AR.AV	40% AQ.AR.AV	29%	15%	18%	24%	26%	37% AW	27%
Reducing headcount in the business (i.e. downsizing by reducing the total number of employees)	8%	-	4%	11% AR	16% AR.AV	4%	4%	3%	7%	10%	9%	8%
Other	2%	-	2%	1%	2%	4%	-	-	-	2%	4%	1%
Don't know	11%	38% AR.AS.AT	11%	6%	9%	21% AS	13%	18% AX.AY	7%	7%	11%	11%
Not applicable - The business does not expect to achieve any ROI from using AI before 2030	40%	63% AS.AT	60% AS.AT.AU	16%	11%	32% AT	61% AS.AT.AU	45%	41%	41%	38%	38%



Total	Company annual turnover						Company age				
	First year of trading	Less than £1 million	£1 million to £9.9 million	£10 million or more	Don't know	Prefer not to answer	Up to 5 years	Over 5 years up to 10 years	Over 10 years up to 20 years	Over 20 years up to 35 years	Over 35 years
	AQ	AR	AS	AT	AU	AV	AW	AX	AY	AZ	BA

VRA_Q2i. Which, if any, of the following approaches are currently being taken to address any new skills needed to use AI in your business? (Please select all that apply)

Base: All Marketing decision makers	500	8	216	105	97	28	46	60	86	140	112	96
Primarily upskilling/reskilling existing talent	26%	13%	17%	36% AR.AV	39% AR.AV	25%	17%	28%	22%	25%	24%	27%
Primarily hiring new AI-specific roles (e.g., prompt engineers)	7%	-	3%	10% AR.AV	15% AR.AV	11% AV	-	8%	10%	5%	9%	4%
A balanced hybrid approach (upskilling and hiring)	14%	25% AR.AV	5%	18% AR.AV	32% AR.AS.AV	14% AV	2%	12%	12%	16%	13%	15%
Other	1%	-	2%	2%	-	-	-	2%	-	-	3%	2%
Don't know of any being taken	5%	13%	6%	4%	2%	7%	13% AS.AT	5%	3%	6%	5%	7%
Not applicable - We have not yet developed a formal strategy for this	47%	50% AT	68% AS.AT.AU	30% AT	11%	43% AT	67% AS.AT.AU	45%	52% BB	49%	46%	45%



Total	Company annual turnover						Company age				
	First year of trading	Less than £1 million	£1 million to £9.9 million	£10 million or more	Don't know	Prefer not to answer	Up to 5 years	Over 5 years up to 10 years	Over 10 years up to 20 years	Over 20 years up to 35 years	Over 35 years
	AQ	AR	AS	AT	AU	AV	AW	AX	AY	AZ	BA

VRA_Q3. For the following question, by 'AI-native marketing team' we mean a marketing team that has been designed from the ground up with AI as a core component. Thinking about 2027... Which ONE, if any, of the following do you think will be the primary role of the human marketer in an 'AI-native' marketing team?

Base: All Marketing decision makers	500	8	216	105	97	28	46	60	86	140	112	96
Strategic planning and long-term brand vision	23%	-	9%	40%	46%	21%	7%	15%	24%	21%	25%	28%
				AQ.AR.AV	AQ.AR.AU.AV							
Selecting and refining the best AI-generated outputs	15%	13%	11%	18%	27%	14%	7%	20%	20%	14%	15%	10%
					AR.AV							
Overseeing ethics, privacy, and brand safety	4%	-	5%	5%	5%	4%	2%	10%	3%	3%	5%	2%
								AY.BA				
Challenging the AI to find "outside the box" creative ideas	9%	13%	10%	10%	7%	7%	7%	7%	12%	11%	6%	8%
Other	1%	-	0%	-	1%	4%	-	-	-	-	2%	1%
Don't know	9%	-	11%	11%	2%	14%	13%	10%	9%	7%	11%	10%
			AT	AT		AT	AT					
Not applicable - I don't think there will be any AI-native marketing teams in 2027	38%	75%	54%	16%	11%	36%	65%	38%	31%	44%	36%	40%
		AS.AT	AS.AT			AS.AT	AS.AT.AU					



Total	Company annual turnover						Company age				
	First year of trading	Less than £1 million	£1 million to £9.9 million	£10 million or more	Don't know	Prefer not to answer	Up to 5 years	Over 5 years up to 10 years	Over 10 years up to 20 years	Over 20 years up to 35 years	Over 35 years
	AQ	AR	AS	AT	AU	AV	AW	AX	AY	AZ	BA

VRA_Q4. Other than data privacy, what is the single biggest, unexpected risk or ethical dilemma your business has encountered (or anticipates) from using AI in marketing? (Please select the option that best applies. If your business has not used AI in any marketing activities so far, please choose the "not applicable" option below)

Base: All Marketing decision makers	500	8	216	105	97	28	46	60	86	140	112	96
AI showing bias or reinforcing harmful stereotypes	6%	-	3%	6%	19%	4%	2%	13%	2%	3%	8%	9%
					AR.AS.AV			AX.AY				AX.AY
Marketing becoming too similar across brands, reducing our distinctiveness	20%	13%	16%	27%	29%	21%	7%	27%	33%	13%	19%	17%
				AR.AV	AR.AV			AY	AY.AZ.BA			
AI producing inaccurate, misleading, or false information	26%	38%	24%	31%	27%	25%	17%	17%	22%	31%	27%	24%
									AW			
AI being used in ways that manipulate customers or limit their independent decision-making	4%	-	2%	4%	11%	4%	4%	2%	2%	9%	4%	3%
					AR.AS							
Other	1%	-	1%	-	-	-	2%	-	1%	1%	2%	-
Don't know	6%	-	5%	9%	1%	14%	9%	5%	6%	7%	3%	8%
				AT		AT	AT					
Not applicable - our business has not used AI for marketing purposes	37%	50%	50%	24%	13%	32%	59%	37%	34%	37%	38%	39%
		AT	AS.AT			AT	AS.AT.AU					



Total	Company annual turnover						Company age				
	First year of trading	Less than £1 million	£1 million to £9.9 million	£10 million or more	Don't know	Prefer not to answer	Up to 5 years	Over 5 years up to 10 years	Over 10 years up to 20 years	Over 20 years up to 35 years	Over 35 years
	AQ	AR	AS	AT	AU	AV	AW	AX	AY	AZ	BA

VRA_Q5i. Which, if any, of the following do you think your business needs from technology and agency partners right now, that it's not getting? (Please select all that apply)

Base: All Marketing decision makers	500	8	216	105	97	28	46	60	86	140	112	96
Clearer consulting	14%	-	6%	17%	29%	25%	7%	10%	10%	15%	16%	15%
				AR	AR.AS.AV	AR.AV						
Better integration	22%	13%	11%	27%	43%	32%	11%	25%	19%	24%	22%	18%
				AR.AV	AR.AS.AV	AR.AV						
Practical use cases	19%	38%	10%	28%	33%	18%	13%	20%	22%	18%	19%	18%
		AR		AR	AR.AV							
Help with implementation and change management	18%	-	10%	25%	36%	11%	9%	12%	26%	17%	20%	15%
				AR.AV	AQ.AR.AU.AV				AW			
Advice on future staffing and required skills	11%	-	4%	17%	28%	14%	-	8%	12%	14%	13%	9%
				AR.AV	AR.AV	AR.AV						
Other	1%	-	0%	1%	2%	-	2%	2%	1%	-	1%	2%
Don't know	7%	-	7%	7%	4%	11%	9%	5%	9%	6%	5%	8%
Not applicable – our business does not need anything from tech or agency partners that we are not already getting/ we don't use any tech or agency partners	49%	50%	69%	33%	18%	39%	65%	52%	45%	49%	54%	46%
		AT	AS.AT.AU	AT		AT	AS.AT.AU					

Cell Contents (C/DP/DQ)



Total	Region mainly work								Gender	
	North	Midlands	East	London	South	Wales	Scotland	Elsewhere (i.e. outside of Great Britain)	Male	Female
	BO	BP	BQ	BR	BS	BT	BU	BV	BW	BX

VRA_Q1. Beyond content creation and basic automation...Which, if any, of the following areas is your business expecting to achieve ROI from using AI before 2030? (Please read the list carefully and select all that apply)

Base: All Marketing decision makers	500	93	56	34	113	130	24	45	5	322	178
Market forecasting/ Demand prediction (i.e. predicting future sales and customer demand)	17%	14%	16%	15%	27% BO.BS	8%	25% BS	18%	20%	16%	17%
Pricing optimisation/ Yield management (i.e. setting and adjusting prices to maximise revenue)	21%	19%	21%	18%	35% BO.BS.BU	14%	21%	13%	-	21%	21%
Customer lifetime value (CLV) prediction (i.e. identifying which customers are most valuable over time)	19%	17%	11%	15%	32% BO.BP.BS.BU	15%	17%	11%	20%	21%	14%
Personalised customer journey mapping (i.e. creating more personalised customer experiences)	20%	20%	20%	18%	27% BU	18%	21%	9%	40% BU	20%	20%
Advanced audience segmentation (i.e. grouping customers into more precise target audiences)	15%	15%	13%	15%	24% BS	10%	17%	13%	20%	14%	17%
Budget allocation optimisation - Media Mix Modelling (i.e. deciding how to best allocate marketing budgets across channels)	16%	14%	16%	15%	26% BO.BS.BU	11%	13%	11%	40% BS	16%	15%
Competitor analysis/ Market Intelligence (i.e. monitoring competitors and tracking market trend)	23%	23%	18%	24%	39% BO.BP.BS.BT.BU	15%	17%	16%	40%	23%	22%
Operational efficiency (non-creative i.e. improving internal processes and operational efficiency (non-creative tasks))	27%	27%	18%	29%	40% BP.BS.BU	25%	21%	18%	20%	28%	26%
Reducing headcount in the business (i.e. downsizing by reducing the total number of employees)	8%	10% BS	9%	15% BS	12% BS	3%	-	7%	20% BT	9%	6%
Other	2%	3%	-	-	3%	2%	-	-	-	1%	2%
Don't know	11%	9%	7%	9%	8%	12%	25% BO.BP.BR	13%	40% BO.BP.BR	11%	9%
Not applicable - The business does not expect to achieve any ROI from using AI before 2030	40%	40% BR	45% BR	47% BR	20% BR	49% BR	42% BR	51% BR	20%	36%	47% BW



Total	Region mainly work								Gender	
	North	Midlands	East	London	South	Wales	Scotland	Elsewhere (i.e. outside of Great Britain)	Male	Female
	BO	BP	BQ	BR	BS	BT	BU	BV	BW	BX

VRA_Q2i. Which, if any, of the following approaches are currently being taken to address any new skills needed to use AI in your business? (Please select all that apply)

Base: All Marketing decision makers	500	93	56	34	113	130	24	45	5	322	178
Primarily upskilling/reskilling existing talent	26%	28%	23%	26%	34% BU	22%	21%	13%	40%	28%	21%
Primarily hiring new AI-specific roles (e.g., prompt engineers)	7%	5%	7%	-	11% BQ	9%	-	4%	-	7%	7%
A balanced hybrid approach (upskilling and hiring)	14%	13%	18% BU	6%	24% BO.BQ.BS.BU	8%	8%	4%	40% BQ.BS.BU	14%	12%
Other	1%	-	-	3%	2%	2%	-	-	-	1%	1%
Don't know of any being taken	5%	5%	7%	9%	5%	4%	8%	4%	-	5%	6%
Not applicable - We have not yet developed a formal strategy for this	47%	48% BR	45% BR	56% BR	25%	54% BR	63% BR	73% 30.BP.BR.BS.BV	20%	44%	53%



Total	Region mainly work								Gender	
	North	Midlands	East	London	South	Wales	Scotland	Elsewhere (i.e. outside of Great Britain)	Male	Female
	BO	BP	BQ	BR	BS	BT	BU	BV	BW	BX

VRA_Q3. For the following question, by 'AI-native marketing team' we mean a marketing team that has been designed from the ground up with AI as a core component. Thinking about 2027... Which ONE, if any, of the following do you think will be the primary role of the human marketer in an 'AI-native' marketing team?

Base: All Marketing decision makers	500	93	56	34	113	130	24	45	5	322	178
Strategic planning and long-term brand vision	23%	16%	32%	21%	33%	21%	13%	20%	-	23%	23%
			BO		BO.BS.BT						
Selecting and refining the best AI-generated outputs	15%	19%	9%	12%	23%	12%	17%	4%	20%	17%	11%
		BU			BP.BS.BU						
Overseeing ethics, privacy, and brand safety	4%	6%	2%	6%	6%	2%	13%	2%	-	4%	6%
							BP.BS				
Challenging the AI to find "outside the box" creative ideas	9%	10%	9%	6%	10%	8%	4%	11%	40%	10%	7%
								BO.BP.BQ.BR.BS.BT			
Other	1%	1%	-	-	-	2%	-	-	-	0%	1%
Don't know	9%	12%	9%	12%	5%	9%	21%	9%	-	10%	9%
						BR					
Not applicable - I don't think there will be any AI-native marketing teams in 2027	38%	35%	39%	44%	23%	47%	33%	53%	40%	36%	43%
			BR	BR		BR		BO.BR			



Total	Region mainly work								Gender	
	North	Midlands	East	London	South	Wales	Scotland	Elsewhere (i.e. outside of Great Britain)	Male	Female
	BO	BP	BQ	BR	BS	BT	BU	BV	BW	BX

VRA_Q4. Other than data privacy, what is the single biggest, unexpected risk or ethical dilemma your business has encountered (or anticipates) from using AI in marketing? (Please select the option that best applies. If your business has not used AI in any marketing activities so far, please choose the "not applicable" option below)

Base: All Marketing decision makers	500	93	56	34	113	130	24	45	5	322	178
AI showing bias or reinforcing harmful stereotypes	6%	2%	7%	9% <i>BU</i>	15% BO.BS.BU	3%	4%	-	20% <i>BO.BU</i>	7%	4%
Marketing becoming too similar across brands, reducing our distinctiveness	20%	22%	20%	18%	27% BU	18%	21%	11%	-	20%	21%
AI producing inaccurate, misleading, or false information	26%	30%	23%	18%	27%	23%	25%	27%	60% <i>BQ</i>	29% BX	20%
AI being used in ways that manipulate customers or limit their independent decision-making	4%	4%	4%	3%	7% BS	2%	13% <i>BS</i>	4%	-	4%	5%
Other	1%	1%	-	-	-	2%	-	-	-	1%	1%
Don't know	6%	6%	4%	6%	6%	5%	8%	7%	-	5%	7%
Not applicable - our business has not used AI for marketing purposes	37%	34%	43%	47% <i>BR</i>	19%	47% BR	29%	51% <i>BR</i>	20%	34%	42%



Total	Region mainly work								Gender	
	North	Midlands	East	London	South	Wales	Scotland	Elsewhere (i.e. outside of Great Britain)	Male	Female
	BO	BP	BQ	BR	BS	BT	BU	BV	BW	BX

VRA_Q5i. Which, if any, of the following do you think your business needs from technology and agency partners right now, that it's not getting? (Please select all that apply)

Base: All Marketing decision makers	500	93	56	34	113	130	24	45	5	322	178
Clearer consulting	14%	14%	25%	12%	20%	8%	8%	4%	20%	16%	11%
			BS.BU		BS.BU						
Better integration	22%	23%	23%	12%	42%	12%	17%	9%	-	22%	21%
		BS	BS	BO.BP.BQ.BS.BT.BU							
Practical use cases	19%	19%	14%	21%	29%	14%	13%	18%	40%	20%	19%
					BP.BS						
Help with implementation and change management	18%	19%	13%	15%	28%	17%	4%	9%	-	18%	17%
					BP.BS.BT.BU						
Advice on future staffing and required skills	11%	13%	9%	9%	19%	8%	4%	9%	-	12%	11%
					BS						
Other	1%	2%	-	-	2%	-	-	2%	-	1%	1%
Don't know	7%	8%	2%	9%	8%	5%	13%	7%	-	7%	6%
							BP				
Not applicable – our business does not need anything from tech or agency partners that we are not already getting/ we don't use any tech or agency partners	49%	45%	54%	53%	27%	62%	54%	62%	40%	47%	53%
		BR	BR	BR		BO.BR	BR	BR			

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Total	Age				Marketing responsibilities							
	Under 35	35-44	45-54	55+	Planning	Reporting	Market strategy	Writing	Administrative work	Talking and/ or reacting to the media/ press	Setting budgets	None of these
	BY	BZ	CA	CB	CV	CW	CX	CY	CZ	DA	DB	DC

VRA_Q1. Beyond content creation and basic automation...Which, if any, of the following areas is your business expecting to achieve ROI from using AI before 2030? (Please read the list carefully and select all that apply)

Base: All Marketing decision makers	500	65	100	104	230	328	176	300	204	278	126	255	56
Market forecasting/ Demand prediction (i.e. predicting future sales and customer demand)	17%	35%	28%	17%	6%	22%	26%	22%	21%	20%	29%	24%	-
		CA.CB	CB	CB		DC	CY.CZ.DC	DC	DC	DC	/CX.CY.CZ.DC	DC	
Pricing optimisation/ Yield management (i.e. setting and adjusting prices to maximise revenue)	21%	42%	33%	20%	10%	24%	28%	28%	25%	24%	32%	30%	2%
		CA.CB	CA.CB	CB		DC	DC	CV.CZ.DC	DC	DC	CV.CY.CZ.DC	CV.CY.CZ.DC	
Customer lifetime value (CLV) prediction (i.e. identifying which customers are most valuable over time)	19%	37%	28%	20%	9%	23%	29%	25%	25%	20%	29%	27%	4%
		CA.CB	CB	CB		DC	CV.CZ.DC	CZ.DC	CZ.DC	DC	CZ.DC	CV.CZ.DC	
Personalised customer journey mapping (i.e. creating more personalised customer experiences)	20%	37%	27%	23%	11%	26%	32%	26%	25%	21%	29%	27%	2%
		CB	CB	CB		CZ.DC	/CX.CY.CZ.DC	CZ.DC	CZ.DC	DC	CZ.DC	CZ.DC	
Advanced audience segmentation (i.e. grouping customers into more precise target audiences)	15%	32%	23%	14%	8%	18%	26%	21%	22%	18%	24%	23%	2%
		CA.CB	CB			DC	CV.CZ.DC	DC	DC	DC	DC	CV.CZ.DC	
Budget allocation optimisation - Media Mix Modelling (i.e. deciding how to best allocate marketing budgets across channels)	16%	32%	23%	19%	7%	21%	30%	23%	22%	18%	25%	25%	2%
		CB	CB	CB		CZ.DC	/CX.CY.CZ.DC	CZ.DC	CZ.DC	DC	CZ.DC	CV.CZ.DC	
Competitor analysis/ Market Intelligence (i.e. monitoring competitors and tracking market trend)	23%	35%	29%	29%	14%	29%	32%	32%	29%	24%	31%	31%	2%
		CB	CB	CB		CZ.DC	CZ.DC	CZ.DC	CZ.DC	DC	DC	CZ.DC	
Operational efficiency (non-creative i.e. improving internal processes and operational efficiency (non-creative tasks))	27%	40%	35%	33%	18%	33%	38%	36%	36%	31%	37%	36%	4%
		CB	CB	CB		DC	CZ.DC	CZ.DC	CZ.DC	DC	DC	CZ.DC	
Reducing headcount in the business (i.e. downsizing by reducing the total number of employees)	8%	17%	9%	7%	6%	9%	13%	10%	10%	8%	15%	11%	2%
		CA.CB					CV.CZ.DC	DC			CV.CY.CZ.DC	CZ.DC	
Other	2%	2%	3%	-	2%	2%	2%	2%	1%	2%	2%	1%	-
Don't know	11%	6%	12%	12%	11%	10%	9%	9%	9%	9%	9%	10%	16%
Not applicable - The business does not expect to achieve any ROI from using AI before 2030	40%	9%	21%	37%	58%	32%	25%	30%	33%	39%	33%	27%	75%
			BY	BY.BZ	BY.BZ.CA	CW.DB			CW.DB	/CW.CX.CY.	CW	CV.CW.CX.CY.CZ.	



Total	Age				Marketing responsibilities							
	Under 35	35-44	45-54	55+	Planning	Reporting	Market strategy	Writing	Administrative work	Talking and/ or reacting to the media/ press	Setting budgets	None of these
	BY	BZ	CA	CB	CV	CW	CX	CY	CZ	DA	DB	DC

VRA_Q2i. Which, if any, of the following approaches are currently being taken to address any new skills needed to use AI in your business? (Please select all that apply)

Base: All Marketing decision makers	500	65	100	104	230	328	176	300	204	278	126	255	56
Primarily upskilling/reskilling existing talent	26%	31%	32% CB	28%	20%	30% CZ.DC	34% CZ.DC	33% CZ.DC	30% CZ.DC	24% DC	34% CZ.DC	34% CV.CZ.DC	7%
Primarily hiring new AI-specific roles (e.g., prompt engineers)	7%	22% CA.CB	14% CA.CB	5% CB	1%	7%	10% CX.CZ.DC	7%	7%	6%	10%	7%	2%
A balanced hybrid approach (upskilling and hiring)	14%	31% CA.CB	21% CB	12%	6%	17% DC	20% CY.CZ.DC	16% DC	13% DC	15% DC	19% CY.DC	16% DC	2%
Other	1%	-	1%	1%	2%	1%	2% DA	1%	2% DA	2% DA	-	1%	-
Don't know of any being taken	5%	3%	3%	3%	8%	4%	2%	4%	3%	5% CW	5%	5% CW	9% CW
Not applicable - We have not yet developed a formal strategy for this	47%	14%	29% BY	52% BY.BZ	63% BY.BZ	41% CW.DA.DB	32%	39% CW	44% CW.CX.DA.DB	47% CW.CX.DA.DB	33%	36% CV.CW.CX.CY.CZ.	80%



Total	Age				Marketing responsibilities							
	Under 35	35-44	45-54	55+	Planning	Reporting	Market strategy	Writing	Administrative work	Talking and/ or reacting to the media/ press	Setting budgets	None of these
	BY	BZ	CA	CB	CV	CW	CX	CY	CZ	DA	DB	DC

VRA_Q3. For the following question, by 'AI-native marketing team' we mean a marketing team that has been designed from the ground up with AI as a core component. Thinking about 2027... Which ONE, if any, of the following do you think will be the primary role of the human marketer in an 'AI-native' marketing team?

Base: All Marketing decision makers	500	65	100	104	230	328	176	300	204	278	126	255	56
Strategic planning and long-term brand vision	23%	34%	35%	30%	12%	28%	34%	31%	27%	24%	33%	31%	5%
		CB	CB	CB		CZ.DC	CV.CY.CZ.DC	CZ.DC	DC	DC	CZ.DC	CZ.DC	
Selecting and refining the best AI-generated outputs	15%	35%	25%	11%	7%	15%	22%	16%	21%	15%	18%	17%	2%
		CA.CB	CA.CB			DC	/CX.CZ.DB.DC	DC	CV.CX.CZ.DC	DC	DC	DC	
Overseeing ethics, privacy, and brand safety	4%	11%	1%	6%	3%	5%	3%	4%	3%	4%	5%	4%	2%
		BZ.CB											
Challenging the AI to find "outside the box" creative ideas	9%	5%	8%	10%	10%	11%	8%	11%	9%	9%	9%	10%	2%
						DC		DC				DC	
Other	1%	2%	1%	-	0%	1%	1%	1%	-	1%	-	0%	-
						CY				CY			
Don't know	9%	3%	6%	13%	11%	9%	4%	9%	6%	8%	6%	7%	18%
				BY	BY	CW		CW.DB		CW		CV.CW.CY.CZ.DC	
Not applicable - I don't think there will be any AI-native marketing teams in 2027	38%	11%	24%	32%	55%	32%	28%	28%	33%	39%	30%	31%	71%
			BY	BY	BY.BZ.CA	CX			CX	CW.CX.CY.DA.DB		CV.CW.CX.CY.CZ.DC	



Total	Age				Marketing responsibilities							
	Under 35	35-44	45-54	55+	Planning	Reporting	Market strategy	Writing	Administrative work	Talking and/ or reacting to the media/ press	Setting budgets	None of these
	BY	BZ	CA	CB	CV	CW	CX	CY	CZ	DA	DB	DC

VRA_Q4. Other than data privacy, what is the single biggest, unexpected risk or ethical dilemma your business has encountered (or anticipates) from using AI in marketing? (Please select the option that best applies. If your business has not used AI in any marketing activities so far, please choose the "not applicable" option below)

Base: All Marketing decision makers	500	65	100	104	230	328	176	300	204	278	126	255	56
AI showing bias or reinforcing harmful stereotypes	6%	9%	12%	8%	3%	8%	10%	9%	7%	7%	10%	8%	-
		CB	CB	CB		DC	DC	DC	DC	DC	DC	DC	
Marketing becoming too similar across brands, reducing our distinctiveness	20%	32%	30%	19%	12%	22%	25%	25%	24%	22%	29%	24%	-
		CB	CB			DC	DC	CV.DC	DC	DC	CV.DC	DC	
AI producing inaccurate, misleading, or false information	26%	29%	25%	32%	22%	30%	31%	30%	33%	22%	27%	25%	11%
						CZ.DB.DC	CZ.DB.DC	CZ.DB.DC	CZ.DB.DC		DC	DC	
AI being used in ways that manipulate customers or limit their independent decision-making	4%	9%	7%	5%	2%	5%	3%	5%	4%	6%	6%	7%	2%
		CB	CB									CW.CY	
Other	1%	-	1%	1%	1%	1%	1%	0%	0%	1%	-	0%	2%
Don't know	6%	6%	3%	5%	7%	5%	5%	4%	4%	4%	4%	6%	14%
												CX.CZ	CV.CX.CY.CZ.
Not applicable - our business has not used AI for marketing purposes	37%	14%	22%	31%	53%	30%	25%	26%	27%	38%	25%	29%	71%
				BY	BY.BZ.CA	CW.CX			CV.CW.CX.CY.DA.DB			CV.CW.CX.CY.CZ.	



Total	Age				Marketing responsibilities							
	Under 35	35-44	45-54	55+	Planning	Reporting	Market strategy	Writing	Administrative work	Talking and/ or reacting to the media/ press	Setting budgets	None of these
	BY	BZ	CA	CB	CV	CW	CX	CY	CZ	DA	DB	DC

VRA_Q5i. Which, if any, of the following do you think your business needs from technology and agency partners right now, that it's not getting? (Please select all that apply)

Base: All Marketing decision makers	500	65	100	104	230	328	176	300	204	278	126	255	56
Clearer consulting	14%	29%	19%	13%	7%	18%	22%	17%	16%	13%	23%	20%	2%
		CA.CB	CB			CZ.DC	CX.CY.CZ.DC	DC	DC	DC	CX.CY.CZ.DC	CZ.DC	
Better integration	22%	49%	39%	19%	7%	24%	28%	26%	22%	26%	25%	26%	2%
		CA.CB	CA.CB	CB		DC	CY.DC	DC	DC	DC	DC	DC	
Practical use cases	19%	42%	22%	27%	9%	23%	27%	21%	23%	21%	27%	25%	2%
		BZ.CB	CB	CB		DC	CX.CZ.DC	DC	DC	DC	DC	DC	
Help with implementation and change management	18%	48%	27%	13%	7%	20%	24%	22%	19%	19%	25%	23%	7%
		BZ.CA.CB	CA.CB			DC	CV.CY.CZ.DC	DC	DC	DC	CY.DC	DC	
Advice on future staffing and required skills	11%	32%	15%	12%	4%	13%	16%	14%	13%	12%	18%	15%	2%
		BZ.CA.CB	CB	CB		DC	DC	DC	DC	DC	CV.CY.CZ.DC	DC	
Other	1%	2%	2%	1%	0%	1%	2%	1%	1%	1%	2%	1%	-
Don't know	7%	-	8%	5%	9%	6%	6%	5%	6%	5%	4%	5%	13%
			BY		BY							CX.CZ.DA.DE	
Not applicable – our business does not need anything from tech or agency partners that we are not already getting/ we don't use any tech or agency partners	49%	14%	32%	45%	68%	42%	36%	42%	44%	48%	38%	40%	80%
			BY	BY	BY.BZ.CA	CW		CW	CW	CV.CW.CX.DA.DB		CV.CW.CX.CY.CZ.	

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VCCPRoar
AIMarketing

MARKETING DECISION MAKERS Sample: 27th February - 2nd March 2026



Total	Marketing involvement									
	Campaign marketing	Brand marketing	PR marketing	Data marketing systems (e.g. data intergration	Design marketing	Social media marketing	Content marketing	Other marketing areas	Don't know	Not Applicable
	DD	DE	DF	DG	DH	DI	DJ	DK	DL	DM

VRA_Q1. Beyond content creation and basic automation...Which, if any, of the following areas is your business expecting to achieve ROI from using AI before 2030? (Please read the list carefully and select all that apply)

Base: All Marketing decision makers	500	454	455	433	408	411	445	455	436	-	-
Market forecasting/ Demand prediction (i.e. predicting future sales and customer demand)	17%	17%	17%	16%	18% DF.DH.DJ	16%	17%	16%	17%	-	-
Pricing optimisation/ Yield management (i.e. setting and adjusting prices to maximise revenue)	21%	22%	22%	21%	22%	21%	22%	21%	21%	-	-
Customer lifetime value (CLV) prediction (i.e. identifying which customers are most valuable over time)	19%	18%	18%	17%	20% DF.DI.DK	18%	18%	18%	18%	-	-
Personalised customer journey mapping (i.e. creating more personalised customer experiences)	20%	21% DF.DH.DK	20%	18%	20%	18%	20% DF.DH	20% DF	20%	-	-
Advanced audience segmentation (i.e. grouping customers into more precise target audiences)	15%	16%	16%	15%	17% DF	16%	16%	16%	16%	-	-
Budget allocation optimisation - Media Mix Modelling (i.e. deciding how to best allocate marketing budgets across channels)	16%	17% DF	16%	15%	17% DF	16%	17% DF	17% DF	16%	-	-
Competitor analysis/ Market Intelligence (i.e. monitoring competitors and tracking market trend)	23%	24% DF.DH	23%	22%	23%	21%	23%	23%	23%	-	-
Operational efficiency (non-creative i.e. improving internal processes and operational efficiency (non-creative tasks))	27%	28%	28%	27%	28%	27%	27%	27%	27%	-	-
Reducing headcount in the business (i.e. downsizing by reducing the total number of employees)	8%	8%	8%	8%	8%	9%	9%	8%	8%	-	-
Other	2%	2% DI	2%	2%	2%	1%	1%	2%	2%	-	-
Don't know	11%	10%	9%	9%	9%	9%	10%	10% DG	10%	-	-
Not applicable - The business does not expect to achieve any ROI from using AI before 2030	40%	39% DA.DB	41%	42% DD.DG	39%	42% DD.DG	41%	40%	41%	-	-



Total	Marketing involvement									
	Campaign marketing	Brand marketing	PR marketing	Data marketing systems (e.g. data intergration	Design marketing	Social media marketing	Content marketing	Other marketing areas	Don't know	Not Applicable
	DD	DE	DF	DG	DH	DI	DJ	DK	DL	DM

VRA_Q2i. Which, if any, of the following approaches are currently being taken to address any new skills needed to use AI in your business? (Please select all that apply)

Base: All Marketing decision makers	500	454	455	433	408	411	445	455	436	-	-
Primarily upskilling/reskilling existing talent	26%	26%	25%	25%	25%	23%	24%	26%	26%	-	-
		DH.DI						DH.DI	DH.DI		
Primarily hiring new AI-specific roles (e.g., prompt engineers)	7%	7%	7%	6%	8%	7%	7%	6%	7%	-	-
		DF.DJ			DE.DF.DJ.DK		DF.DJ				
A balanced hybrid approach (upskilling and hiring)	14%	14%	14%	14%	14%	14%	14%	14%	13%	-	-
Other	1%	1%	1%	1%	1%	1%	1%	1%	1%	-	-
					DD	DD					
Don't know of any being taken	5%	5%	5%	5%	6%	5%	5%	6%	5%	-	-
Not applicable - We have not yet developed a formal strategy for this	47%	48%	49%	49%	47%	49%	48%	47%	48%	-	-
		DA.DB		DG.DJ		DG.DJ					



Total	Marketing involvement									
	Campaign marketing	Brand marketing	PR marketing	Data marketing systems (e.g. data intergration	Design marketing	Social media marketing	Content marketing	Other marketing areas	Don't know	Not Applicable
	DD	DE	DF	DG	DH	DI	DJ	DK	DL	DM

VRA_Q3. For the following question, by 'AI-native marketing team' we mean a marketing team that has been designed from the ground up with AI as a core component.Thinking about 2027...Which ONE, if any, of the following do you think will be the primary role of the human marketer in an 'AI-native' marketing team?

Base: All Marketing decision makers	500	454	455	433	408	411	445	455	436	-	-
Strategic planning and long-term brand vision	23%	23%	23%	23%	23%	22%	22%	22%	23%	-	-
Selecting and refining the best AI-generated outputs	15%	15%	15%	14%	15%	14%	15%	15%	14%	-	-
Overseeing ethics, privacy, and brand safety	4%	4%	4%	4%	5%	4%	4%	4%	5%	-	-
Challenging the AI to find "outside the box" creative ideas	9%	9% DH	9%	9%	10% DH	8%	10% DH	9% DH	10% DH	-	-
Other	1%	1%	1%	0%	0%	1%	0%	1%	1%	-	-
Don't know	9%	10% A.DB	9%	9%	9%	9%	10%	10%	9%	-	-
Not applicable - I don't think there will be any AI-native marketing teams in 2027	38%	38% DA.DB	39% DD	39% DD	38%	41% DD.DK	39%	39%	39%	-	-



Total	Marketing involvement									
	Campaign marketing	Brand marketing	PR marketing	Data marketing systems (e.g. data intergration	Design marketing	Social media marketing	Content marketing	Other marketing areas	Don't know	Not Applicable
	DD	DE	DF	DG	DH	DI	DJ	DK	DL	DM

VRA_Q4. Other than data privacy, what is the single biggest, unexpected risk or ethical dilemma your business has encountered (or anticipates) from using AI in marketing? (Please select the option that best applies. If your business has not used AI in any marketing activities so far, please choose the "not applicable" option below)

Base: All Marketing decision makers	500	454	455	433	408	411	445	455	436	-	-
AI showing bias or reinforcing harmful stereotypes	6%	7%	7%	6%	7%	7%	7%	6%	7%	-	-
Marketing becoming too similar across brands, reducing our distinctiveness	20%	20%	20%	20%	19%	19%	20%	20%	20%	-	-
AI producing inaccurate, misleading, or false information	26%	25%	25%	25%	25%	25%	26%	26%	26%	-	-
AI being used in ways that manipulate customers or limit their independent decision-making	4%	5% DE.DI.DJ	4%	4%	5% DE.DH.DI.DJ	4%	4%	4%	5% DE.DI	-	-
Other	1%	1%	1%	1%	1%	1%	1%	1%	1%	-	-
Don't know	6%	6% DK	5%	5%	6%	6%	6%	5%	5%	-	-
Not applicable - our business has not used AI for marketing purposes	37%	37% DA.DB	38% DD	38% DD	37%	38%	37%	37%	38%	-	-



Total	Marketing involvement									
	Campaign marketing	Brand marketing	PR marketing	Data marketing systems (e.g. data intergration	Design marketing	Social media marketing	Content marketing	Other marketing areas	Don't know	Not Applicable
	DD	DE	DF	DG	DH	DI	DJ	DK	DL	DM

VRA_Q5i. Which, if any, of the following do you think your business needs from technology and agency partners right now, that it's not getting? (Please select all that apply)

Base: All Marketing decision makers	500	454	455	433	408	411	445	455	436	-	-
Clearer consulting	14%	15%	14%	14%	14%	14%	14%	15%	14%	-	-
Better integration	22%	22% DJ	21%	21%	23% DH.DJ	21%	22% DJ	20%	21%	-	-
Practical use cases	19%	19%	19%	18%	20% DF.DH	18%	19%	19%	19%	-	-
Help with implementation and change management	18%	19% DJ.DK	18%	18%	19%	18%	18%	18%	18%	-	-
Advice on future staffing and required skills	11%	11%	11% DK	12% DK	11%	12% DK	12% DK	11%	10%	-	-
Other	1%	1% DF.DI	1%	1%	1% DF.DI	1% DF.DI	1%	1%	1% DF.DI	-	-
Don't know	7%	7%	6%	6%	6%	7%	6%	6%	6%	-	-
Not applicable – our business does not need anything from tech or agency partners that we are not already getting/ we don't use any tech or agency partners	49%	48% DA.DB	50%	51% DD.DG	48%	50%	50%	50%	50%	-	-

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