Resistance and Adaptation: How Senior Professionals in Advertising Relate to AI

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Abstract
In recent years, the mass adoption of artificial intelligence (AI) tools capable of generating creative content, such as images, videos, and text, has transformed the way creative professionals work. Since the release of ChatGPT in November 2022, AI has become a focal point of interest. Research comparing ideas produced by generative AI with those generated by humans has gained traction. Our study is a qualitative investigation aimed at identifying perceptions regarding the use of AI in creative agencies and exploring how creative workers leverage this technology. We conducted interviews with key figures, including senior creative directors and agency founders, throughout Europe. The purpose of the study is to help readers understand the general impact of artificial intelligence on creative processes and the mindset of creative workers, addressing questions about the adoption of AI in advertising agencies, the implications of training creative professionals with AI tools, and the possible future repercussions of using AI on agency clients. The findings highlight the implications of AI on the perception and workflow of creative professionals in advertising, particularly in light of existing regulatory gaps, ethical concerns, and the hesitance among creative workers to fully embrace this technology. The findings also indicate a more subtle and less overt adoption of AI for commercial applications in communication, such as advertising design. Additionally, there is a growing usage of AI automation tools in business, to aid research, which could eventually lead to the replacement of certain services traditionally offered by advertisers. We conclude by discussing future research directions on AI and its potential impact on the advertising industry.

Introduction

Since 2020, the advertising industry has faced a decline resulting from changes in consumer behavior. Creative agencies and professionals in this sector have had to discover innovative methods for brand development and seek larger concepts, and also how to leverage technology (Ford et al., 2023). A key aspect of advertising creativity is often defined as the "big idea" that forms the foundation of a campaign (Hill and Johnson, 2003). As AI increasingly plays a role in brainstorming and research for insights, the significant ideas proposed by agencies are being reevaluated, requiring contributions from both human expertise and technology(Wheeler and Pereira, 2004). In 2024, a campaign by Pedigree, created with AI, won one of the biggest prizes at Cannes Lions Festival, the biggest festival dedicated to the advertising industry. Numerous creative professionals have recently expressed enthusiasm for the ways in which AI improves their work; however, underlying concerns are growing about the potential negative impact of this technology on employment.

Following a review of previous studies on the topic of the implications of AI in advertising, we observed that this sector is highly affected by the mass adoption of AI, but no holistic analysis has investigated the perception of creative workers on the use of AI. Moreover, there are few studies on how creative processes change because of AI. Studies on digital technologies that impact the business model of creative agencies have been conducted (Ceccotti et al., 2024), concluding that these businesses need tech partnerships to outsource some activities in search of flexibility. Although articles that focus on quantitative studies do exist, therefore observing the topic in broadness (Thomas et al., 2024; Daly, Hearn and Papageorgiou, 2025), we have observed a low number of works focusing on depth, meaning, there is an apparent lack of detailed analysis on individual experience with AI use. AI is a field that grows tremendously fast, and we consider it important to capture the moment in time at which this article is written. Therefore, with this work, we aim to bridge a research gap that we have identified, namely the lack of qualitative research in the literature.

The objective of the study is to illustrate, in detail, the manner of adoption and the attitude towards the adoption of AI in various European enterprises, by interviewing some of their central people in order to capture their personal experience with AI adoption in a work environment. This article has the following structure: in the first part, we examine the existing literature, also establishing the main purposes of advertisement. In the second, we explain the methodology that we have used, based on the literature. In the third, we illustrate the results of our research based on the methodology. In the fourth section, we discuss our results. In the fifth, we express our conclusions based on the previous chapters. Finally, we express the limitations of our study given the novelty of the topic of investigation.

1. Literature review

Advertising delivers applied creative services to businesses. According to Hill and Johnson (2003), these creative outcomes can be classified as follows: predominantly intangible (representations of ideas), intellectual property based on the advertiser's brief, typically formal based on an agreement – contract, highly customized, people-based. The creative services provided by creative agencies are social media marketing, content production, graphic design, paid ads, and strategic planning. Advertising and marketing are two sectors which support businesses, both focusing heavily on identifying novelty in the world and then exploiting it, through strategic insights (Lovelock, 1983; Zinkhan and Watson, 1996). The diagram in Figure 1 illustrates the various components and processes that influence the corporate image and customer attitudes. At the center lies the 'Corporate Image', which is directly related to 'Customer Attitudes'. Besides this core element are several key factors that play a significant role, including: products and services, the products of a company that directly impact consumer perceptions; advertising, messages and campaigns that inform and shape customer belief; public relations, efforts to manage company reputation and public perception; word of mouth, consumer discussions and recommendations that influence opinions about the brand; employees, the role that staff interactions play in shaping corporate image; atmospherics: the physical and emotional environment experienced by customers; litter, the impact of cleanliness and orderliness on brand perception; news stories, media coverage that can enhance or detract from corporate image, signs: visual elements that represent the brand and its messaging; personal experiences, individual customer encounters with the brand that impact their overall attitude.

Various definitions of advertising have been listed over the years. From its existence as oral expression prior to the invention of the printing press, advertising became a proper corporate service in the nineteenth century. The first agency was founded in 1841 by Volney P. Palmer (1799–1864). Later, Raymond Williams described advertising as 'the official art of

capitalist society' (Williams, 1961). Ogilvy views advertising as a medium of information, rather than an art form or entertainment, and wants the audience to see the advertising as interesting not creative (Ogilvy, 2023). According to these perspectives and the customer's attitude, advertising is definitely the sector which generates interesting and insightful big ideas, supporting brands to communicate their products and services and generate revenues (Sheehan and Morrison, 2009).
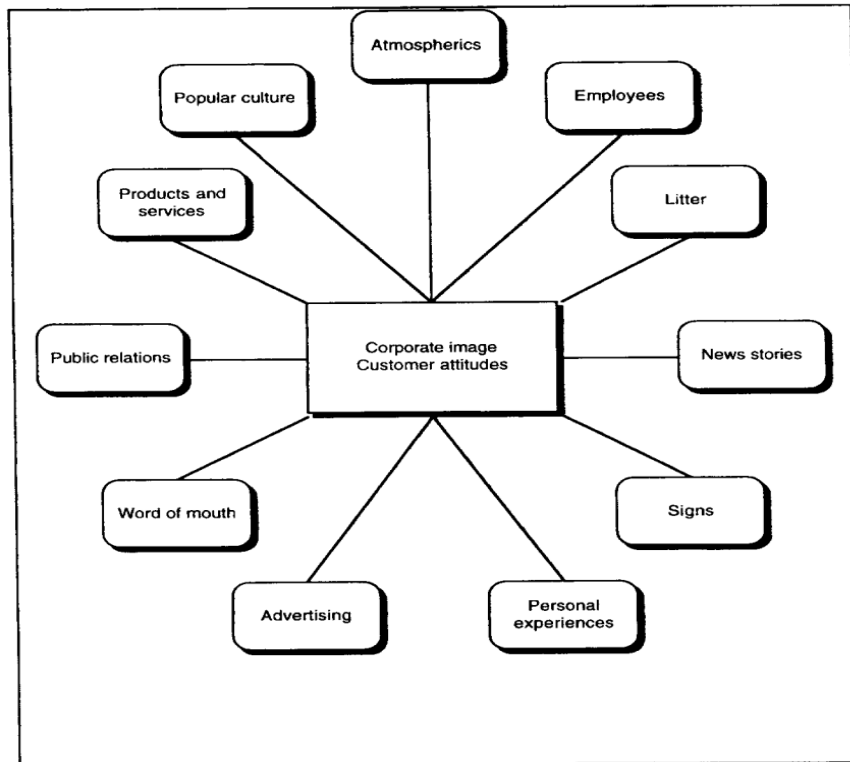

Figure 1. Components and processes that influence corporate image and consumer attitudes
Source: Zinkhan and Watson (1996), p.165

Advertising has three primary objectives: to inform, to persuade, and to remind (Mounir, 2023). One major drawback of advertising is its high cost, particularly with television ads, while print and digital options tend to be cheaper. Additionally, the effectiveness of reaching audiences is challenged by today's crowded media landscape, making it difficult for marketers to measure success and gather consumer feedback. To address these challenges, brands are increasingly turning to innovative strategies that leverage advanced technology, particularly artificial intelligence (AI). Artificial intelligence (AI) is transforming the creation, strategy, and execution of advertising campaigns. According to the report 'Think Big with AI' (Semrush, 2025), 67% of businesses used AI for content marketing and SEO in 2023. This indicates that AI in advertising is more than just a trend; it is an essential tool to maintain competitiveness and effectively meet customer needs.

The main objectives of advertising and how they were tackled with the use of AI:

To inform. In 2023 McDonald's 'Most Iconic Burger' campaign leveraged AI-driven insights to effectively highlight the cultural significance of the Big Mac, informing audiences of its status as the world's most recognized burger. Using data analytics, this campaign clarified the importance of Big Mac in fast food culture, highlighting its iconic status. Heinz's campaign that utilized DALL-E 2 to create AI-generated images also served a strong informative purpose. By showcasing visuals that clarified the association between ketchup and Heinz, the campaign educated consumers about why Heinz stands out from other ketchup brands, resulting in high

engagement and significant visibility in media coverage. As reported by About Marketing (2024), this strategy not only revitalized the 153-year-old brand, but also resulted in more than 850 million earned impressions, yielding a remarkable 2500% return on the media investment. The campaign success was further illustrated by a 38% increase in social media engagement compared to previous initiatives and prompted collaborative efforts with other brands for creative AI ketchup image mashups.

To persuade. Coca-Cola's innovative media buying campaign aimed to persuade advertisers of its commitment to supporting journalism while addressing the rise of disinformation. By partnering with Adelaide tech company and using eye tracking technology and AI to measure contextual signals, Coca-Cola developed a media buying algorithm that improved the results of advertising for news brands. This initiative led to an increase in the recall of ads by 16%, a 36% increase in the impact of the ads (Adelaide Metrics, 2024), and up to seven times more impressions across news brands. The campaign successfully reinforced Coca-Cola's stance as a socially responsible advertiser, fostering trust in the media while driving better business outcomes. Honda's campaign featuring HARVEY, a voice-activated AI website, focused on the objective of persuading younger Australian consumers. By simplifying the car buying experience and providing engaging, interactive responses to inquiries about the Honda HR-V, HARVEY effectively persuaded potential buyers by focusing on convenience and fun in the research process. Devised by creative agency Leo Burnett, the campaign resulted in over 20,000 conversations in just two months (Leo Burnett Australia, 2023), demonstrating how it successfully influenced purchasing decisions, particularly with the immediate sell-out of the hybrid model. Telekom's 'Beethoven X – The AI Project', designed by DDB, also aimed to persuade audiences of the positive potential of AI. By showcasing AI's ability to complete Beethoven's unfinished 10th symphony, the campaign positioned Telekom as a leader in innovative technology, persuading customers of the brand's commitment to enhancing human creativity through technological advancements.

To remind. AnNahar's "AI President" campaign aimed to remind Lebanon's citizens and government officials of the potential for objective leadership in a politically turbulent environment. Using 90 years of historical data, the initiative showcased the importance of data-driven governance. This campaign effectively reinforced the message that informed decision making can lead to positive change, encouraging audiences to consider new paradigms of leadership and governance. It garnered AnNahar its highest readership ever, generating more than 100,000 responses, significant media coverage worth more than $25 million, and increased website visits and subscriptions (Contagious, 2024).

In general, these examples illustrate how brands adapt their advertising strategies to overcome traditional challenges by leveraging technology such as AI, allowing them to inform, persuade, and engage audiences more effectively in a crowded market. The AI tools and technologies used in these campaigns included CoPilot for data optimization, DALL-E 2 for image generation, eye tracking technology for contextual insight measurement, and voice-activated systems for interactive engagement. By augmenting creative processes, improving efficiency, and driving impact, these technologies showcase the transformative potential of AI in modern advertising. Brands are not only achieving substantial business outcomes, but also navigating the complexities of a rapidly evolving media landscape, fostering greater consumer trust and engagement along the way.

The figure designed by semruch.com outlines AI-Powered Advertising, focusing on several key areas (Figure 2). Initially, user input and segmentation involve defining campaign goals and target audiences, with AI analyzing data to create precise segments. In the ad creation and targeting phase, AI tools assist in generating ad copy and designs tailored to specific audiences, guided by human input. Following launch, platforms such as Google and Meta use

AI to automate scheduling, bidding, and optimization for effective campaign management. Performance monitoring is continuous, with AI tools providing real-time insights for adjustments. Lastly, optimization and expansion are driven by performance data, where AI suggests improvements and identifies new scaling opportunities, improving overall advertising effectiveness and efficiency.
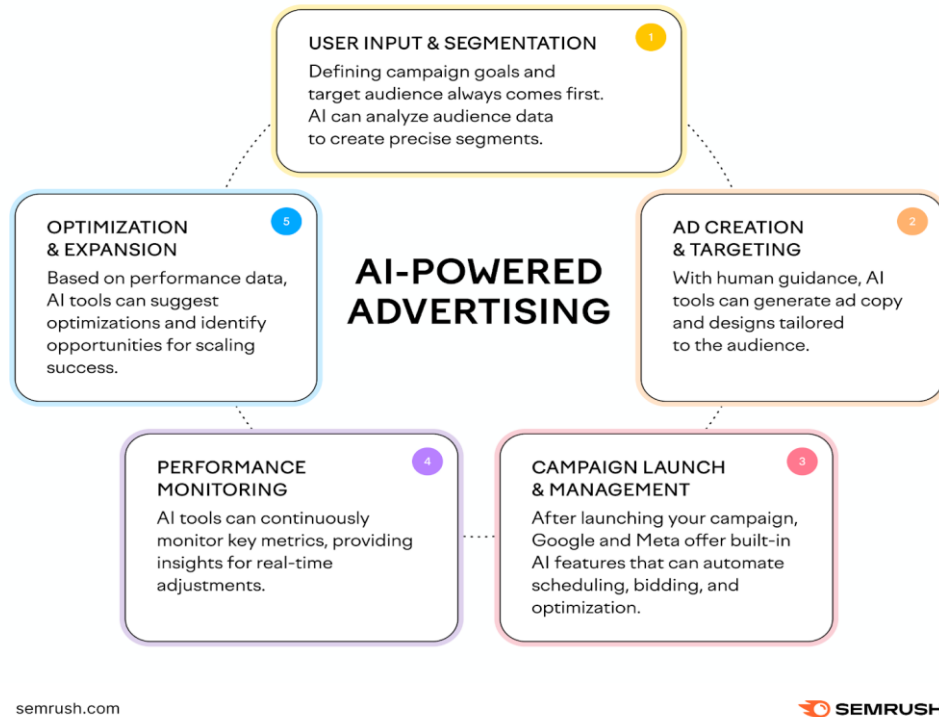

Figure 2. AI-Powered Advertising

Source: Semrush, 2025

Overall, AI is used more in some economic activities than in others, as shown in Figure 3. This can indicate that AI could be more relevant for specific activities; in 2024, the sector where AI adoption is more widespread is that of Information and communication, with 48.72%, which comprises advertising (Eurostat, 2025).
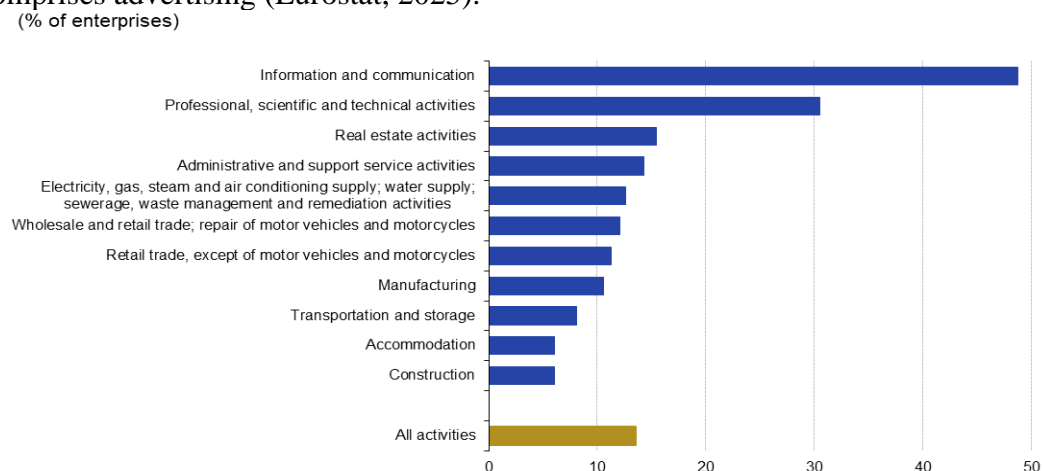

Figure 3. Enterprises using AI technologies by economic activity, EU, 2024

Source: Eurostat, 2025

The Publicis report '2025 Media Innovation Outlook' (Publicis Media, 2025) outlines key trends and insights into how AI and related technologies are transforming the media landscape and consumer interactions. As we move into 2025, AI is reshaping media experiences, turning consumers into co-creators, and deepening brand loyalty through personalized interactions (Publicis Media, 2025).

The growing academic research of recent years has offered insight into the potential uses, functions, features, and challenges of AI advertising (Hocutt, 2024). When technology is integrated in the team and agency, it becomes mixed with their creative know-how and can thus ignite creativity, generate insights, and activate processes (Ceccotti et al., 2024). Deciding whether to include AI in agency operations is an adoption of innovation. This innovation includes all tools that can be used to plan, strategize, create, and produce. Studies support the adoption of these tools (O'Connor et al., 2018). Integrating AI knowledge in advertising agencies can be challenging. As we can observe from previous studies on knowledge acquisition, individuals in the IT sector, developers, and AI enthusiasts, often perceive knowledge as an enhancement of information, whereas those in the natural sciences view information as a dilution of knowledge. In the former case, common metaphors revolve around communication channels and computers, while in the latter case, the focus tends to be on physical objects (Brătianu, 2015). This distinction highlights how creatives in advertising could display resistance to experimentation and the use of AI, as they may favors traditional methods and insights over the technological advances shaping other industries.

The widespread integration of generative AI in modern workplaces requires a thorough examination of the related challenges. While the implementation of algorithmic decision-making processes, developed by numerous companies, has introduced new operational approaches, it also disrupts conventional knowledge systems by reshaping authority structures, coordination methods, and evaluation processes, leading to transformative changes within industries (Benbya, Davenport and Pachidi, 2020). According to Colther and Doussoulin (2024), it is essential to create AI systems that work alongside human intelligence instead of replacing it. These systems should be developed to augment and strengthen human cognitive abilities and decision making, thereby fostering significant contributions and supporting individual independence (Colther and Doussoulin, 2024).

Agentic AI is a type of artificial intelligence that is all about doing, about acting autonomously to achieve goals, make decisions, take actions, and adapt to environments that are changing (Marr, 2025). Agentic AI can be introduced in advertising agencies to improve productivity and maintain quality, while automating processes and managing several proposals at the same time. This can benefit agencies in the short term and in the long term it can help them redefine business models and increase creativity through human-machine integration. While AI agents are increasingly encroaching on the territory of what has long been considered a uniquely human domain: intellectual creativity (Kalpokiene and Kalpokas, 2023), it is important to recognize that copyright law currently lacks established rules and doctrines addressing the role of AI.

Although AI has the capacity to enhance the meaningfulness of work by taking over routine tasks, enabling employees to engage in more complex and fulfilling roles, it can also reduce work meaningfulness by undermining workers' autonomy, diminishing the use of their skills, affecting the significance of their tasks, and impacting interpersonal relationships among colleagues (Bankins and Formosa, 2023). In 2022 IQ Ads launched a provocative campaign by SAATCHI Creative HUB Bucharest for the fictitious Artificial Creativity Future Company to emphasize the value of human creativity in the face of advancing AI technology. By creating a fictional narrative around the idea of AI replacing creative professionals, the campaign sought

to engage Romania's creative sectors through controversy. The campaign featured advertorials with a made-up CEO named Yuki Saki, intentionally tapping into the fears and concerns of creatives regarding automation's potential threat to their industry. The challenge was to provoke meaningful discussions without causing outright outrage, ultimately aiming to reaffirm the irreplaceability of human creativity. The results were remarkable, generating significant attention and dialogue within the Romanian creative community. The fabricated CEO's interviews sparked a mix of outrage and curiosity, rapidly spreading across social media and press outlets.

In the context of the adoption of artificial intelligence by the advertising industry, this article aims to explore how creative leaders perceive this transformation. It seeks to understand their experiences with AI, as well as the primary challenges and opportunities they have identified based on their insights. This paper investigates the following:

Question 1: How do senior creative directors, agency founders, and tech experts in the field with over 10 years of experience in advertising relate to AI?

Question 2: How do creative workers use AI?

Question 3: How are agency clients impacted by AI adoption?

2. Research Methodology

To achieve this objective, we employed a qualitative research approach that involves conducting in-depth interviews (Creswell and Poth, 2017). We selected 9 creative professionals, with over 10 years of experience in advertising, working in different countries in Europe. Romania, Germany, Italy, Holland, Poland, Cyprus, Serbia, Austria and Portugal. The choice to approach this research through this method was related to the objective of understanding 'how' AI is changing the advertising industry, thus generating a holistic view on the evolution of this technology and the challenges faced by the industry. Furthermore, expert interviews facilitate the effective gathering of data, particularly from niche or specialized areas that are often not publicly accessible (Bogner, Littig and Menz, 2009; Von Soest, 2023).

2.1. Sampling and informants

A total of 9 interviews with communication experts were conducted. The respondents come from companies located in capital cities all over Europe. The choice to have this diversity is: because of the international character of agencies such as DDB or Leo Burnett (global advertising networks), some of them are connected through the Arts Director Club community. Additionally, we selected figures who were able to share their experience with AI from different angles, which enriched this study. The interviewees belong to three categories (Table 1):

Category 1: Executive creative directors (n=3), to examine perception and how AI is implemented at the creative department level.

Category 2: Agency owners (n=3), to understand how AI is impacting the entire creative process, from briefing to strategy to production.

Category 3: Head of technology departments (n=3), to identify their vision of change.

We adopted the key informant approach as outlined by Robson and Foster (1989). This method was used to gather insights from the perspectives of senior leaders, as emphasized by Warner & Wäger (2019).

Table 1. Study informants (n = 9).

N	Category of worker	Country	Jobs in Advertising	Professional experience (n. of years)	Current company	Gender
1	Executive creative director	Cyprus	Creative Director	15	ReD Brand Design	M
2	Executive creative director	Italy	Brand and Creative VP	25	Translated	F
3	Head of technology	Holland	Global Head of Creative Technology	17	DDB	M
4	Founder	Poland	Co-founder	12	adaily.co	M
5	Executive creative director	Austria	Executive Creative Director	19	KUBRIK	M
6	Head of technology	Romania	Data Intelligence Director	14	Leo Burnett	F
7	Head of technology	Germany	Regional Vice President Regulated Industries	11	Salesforce	M
8	Founder	Serbia	Founder	15	Nura* digital	F
9	Founder	Portugal	Independent Creative Director and Co-Founder	13	Mafalda & Francisco	F

Source: Authors' research

2.2. Data Collection

When developing the interview guide, we initially employed broad descriptive questions to capture the interviewees' perspectives on working with AI and to introduce the interview topic. We partially adapted the interview guide to match the profile of the interviewee. The interviews were conducted via Meet, between February and December 2024, and recorded.

2.3. Data Analysis

A transcript was used for the analysis of thematic content (King and Horrocks, 2010). The duration of the conversations ranged from 30 to 45 minutes. The text was first analyzed and segmented into main ideas relevant to the research objectives. From this division, specific 'descriptive codes' were extracted, which encapsulate the themes in detail. This process of utilizing descriptive codes led to logical abstractions, ultimately resulting in the identification of conclusions and potential future research hypotheses. In accordance with the research objectives, distinct coding patterns were identified and are presented in the following table, which includes examples to illustrate the abstraction process (Table 2).

Table 2. Coding Examples

Interviewee	Interview Extract	Code
Research objective 1: **How do senior workers relate to AI?**		
Head of technology	For creative professionals and businesses, predictability and control are essential. However, with AI now resembling a black box, our goal is to provide individuals with control over this uncertainty, ensuring they regain the level of control they need.	Control
Executive creative director	When it comes to the delay in protection, the clear economic benefits often lead to a scenario where economics takes precedence over ethics.	Ethics
Head of technology L.B.	Large corporations such as Coca-Cola are hesitant to use AI-generated ads due to the absence of regulations. They fear	Regulation

	potential lawsuits arising from the use of copyrighted material.	
Head of technology	It didn't take long – just a matter of months – until the real question emerged: how do you make AI-generated work not look like it was created by AI?	Trust
Founder	The question is not if we use AI but how much AI shall we use?	
Head of technology L.B.	In 2023, we began to integrate AI into our operations with the goal of enhancing the creative process. We were fortunate to collaborate with a creative individual who is passionate about AI during this journey. However, we faced resistance, particularly within the creation department, and we are still working through these challenges.	Resistance
Research objective 2: **How do creative workers use AI?**		
Executive creative director	AI is influencing entry-level positions. We first send the brief to AI and then present the ideas generated to the creatives, stating: "This is your starting point!"	Idea generation and research
Founder	I use AI for research and concept design, at the level of drafting a brand strategy. I do not use it for creation.	
Head of technology	We used it for personal workflows…We started using something like Stable Diffusion for image generation, and then all the more commercial models came up.	Personal workflows
Head of technology	We are considering custom solutions that go beyond communication.	Personalization
Research objective 3: **How are agency clients affected by AI adoption?**		
Head of technology	Many of our clients are creative agencies.	AI Agents
Executive creative director	There will always be a creative director to orchestrate AI and people.	
Executive creative director	No traditional agency has fully embraced a new business model in response to the transformative impact of AI on the industry.	Resistance to change
Head of technology	I believe that large brands will be the last to adopt AI.	
Head of technology DDB	As production costs drop to zero, the value of genuinely creative work rises.	Reduction of cost
Head of technology S.	I can definitely say that a lot of the things that we have done in terms of qualitative research, as well as quantitative research, can now be done with a fraction of the cost.	
Executive creative director	Working with AI to produce ads may eliminate the journey to creation, stripping away the backstage experience.	

Source: Authors' research

3. Results
3.1. Interacting with AI

Through the insights gathered from the interviewees, we identified several codes that align with our three research objectives. First, we explored how senior creative directors, agency founders, and seasoned professionals with over a decade of experience perceive AI, focusing on themes such as control, ethics, regulation, trust, and resistance. Many contributors have pointed out that the integration of AI in creative work is still in its early stages, with creative teams in agencies facing significant resistance when encouraged to explore AI creative tools. The head of technology at L.B. shared insights into their experience with AI adoption, initially aimed at enhancing creativity, inspired by working with OpenAI's video generation model, Sora. One member from the art team expressed that they typically think in images, so being asked to generate them using prompts complicates their work rather than simplifies it; for them, drawing directly is a much quicker approach.

Others noted that feedback from end clients on AI-generated commercial content has fostered a sense of mistrust due to its 'too real' look. For instance, the head of technology at

S.F. mentioned that 2 years back, when they initially designed AI agents intended to assist individuals and companies with process automation (tools utilized by advertising agencies), they aimed to create a model with a personality, to make it feel more human. However, after receiving user feedback, they opted for a more animated character design, resembling a robot instead. Concerns arise regarding the prioritization of economic benefits over ethical considerations, particularly in light of potential delays in protection for creative work (Kazim and Koshiyama, 2021). In addition, big companies hesitate to utilize AI-generated ads due to lack of regulation and fear of legal repercussions related to copyright issues (Kalpokiene and Kalpokas, 2023).

3.2. Working with AI

Next, we explore how creative professionals are leveraging AI, specifically in areas such as idea generation and research, personal workflows, and personalization. Seven out of our nine contributors noted that AI is influencing entry-level positions by generating ideas from briefs, which creatives then use as their initial foundation. While AI is used to research and develop brand strategy concepts, it is less frequently applied in the actual creation phase. In some organizations, creative technologists or AI enthusiasts have been brought on board to assist the creative teams in adopting AI. A notable example of effective practice is L.B., where the head of technology hired someone who could develop custom tools for the department, incorporating a fun and engaging element alongside user-friendly technology to encourage creative professionals to utilize the tools.

The senior creative directors interviewed for this study exhibit less enthusiasm for incorporating AI into their personal workflows compared to heads of technology departments. This sentiment is similarly shared by agency founders who are shifting their focus towards advisory roles for businesses rather than purely creative pursuits. When discussing the future development of AI in advertising agencies, they foresight that AI agents will automate certain tasks and that new roles will emerge that integrate creativity with technology. However, they emphasize the continued significance of human creativity, viewing AI as a collaborative partner and researcher to aid in the generation of innovative ideas. Among the tools used by advertisers, we noted: ElevenLabs, Sora, Midjourney, ChatGPT, Stable Diffusion. In Industry 5.0 AI is seen as a complement to human creativity and work (Nikiforidis et al., 2025).

3.3. Impacting business

Finally, we investigated the impact of AI adoption on businesses, highlighting aspects like automation, resistance to change, and cost reduction. AI plays a crucial role in facilitating the monitoring of brand perception monitoring by analyzing comments and discussions, leading to quick insights that can significantly affect business strategies. In our research findings, it was highlighted that AI can generate communications that provide valuable key insights from customer feedback. Additionally, it allows for the transcription and review of all conversations within a call center, identifying the most pressing complaints. This capability not only enhances the understanding of consumer sentiment but also enables businesses to respond more effectively to customer concerns, ultimately driving improvement and fostering stronger relationships with clients.

Since the rise of social media platforms such as TikTok, much of communication has shifted towards immediate, specific interactions. There is less interest in developing a cohesive brand narrative. As a result of our research, we found that with the advent of social media, communication strategies have increasingly focused on immediate and precise engagements rather than on cultivating a comprehensive brand identity. This trend indicates a preference for brevity and relevance in messaging over traditional brand-building approaches. AI has the

potential to automate both content analysis and content generation, which may result in certain positions within marketing and advertising becoming redundant. However, companies benefit from cost savings by utilizing AI agents to perform these tasks. This integration of AI not only streamlines operations but also allows organizations to allocate resources more efficiently, enhancing overall productivity and enabling them to respond more quickly to market demands.

4. Discussion

AI is a rapidly evolving field. Innovations appear at a fast pace, and some aspects of AI implementation lag behind. In connection with our first research question, "How do senior creative directors, agency founders, and tech experts in the field with over 10 years of experience in advertising relate to AI?", this can be seen in the attitude of experts in the field, with feelings ranging from trust to resistance. According to similar research done by Daly et al. (2025), the foundation of trust in AI lays on the comprehension of its limitations and capabilities, its context of use, and human autonomy; the people who trust it the least can start trusting AI, should they deepen their understanding of it. Some participants also cite concerns on ethics and regulation, which confirms the observations of Ittefaq et al. (2025) and the conclusions in the IAB Europe Report (2024). As observed by Al-Busaidi et al. (2024), legal action can only arise from those holding rights to specific images.

For our second question, "How do creative workers use AI?", participants have cited idea generation, personal workflows, and personalization. This supports the ideas expressed by Holmström & Carroll (2024) who see prompt engineering as a skill that can be used by organizations to drive innovation through problem-solving, market research, content generation, decision support, prototyping and design. The implementation of AI models for fast idea visualization can be very productive and has great potential, according to Alcaide-Marzal and Diego-Mas (2025).

On our third question, "How are agency clients impacted by AI adoption?" respondents have also named, among others, resistance to change and reduction of cost, but also AI agency. This is a factor that could depend on each individual's openness toward innovation, as expressed by Thomas et al. (2024), who conclude that innovation appropriation, on an individual level, plays a determining role in adoption.

Conclusions

At the core of successful advertising lies creativity, which transforms standard messages into engaging campaigns that effectively resonate with audiences and deliver measurable results. The importance of creating internal tools, developed in collaboration with enthusiastic individuals, cannot be overstated; this approach can pave the way for a smoother adoption of AI technologies. Partnerships and teamwork are vital in ensuring that AI is leveraged to enhance processes rather than merely replace them. Companies like Publicis Group illustrate this by training AI solutions tailored to the profiles of creative professionals, providing valuable feedback that aligns with target audience expectations. This systematic methodology ensures that creativity is not only utilized but strategically applied to create compelling advertising solutions.

Tools like ChatGPT facilitate rapid content creation, idea generation, and personalized marketing, allowing advertisers to quickly produce creative assets that meet the growing demand for tailored experiences. However, the integration of AI also presents operational paradoxes, such as the conflict between the speed of content generation and the risk of producing low-quality output. This underscores the necessity for human oversight to maintain quality and reliability in advertising efforts. Ultimately, while generative AI has the potential to revolutionize the industry, it requires a balanced approach that marries technological

innovation with the irreplaceable insights of human creativity.

Concluding our research, it is evident that AI offers significant advantages for organizations, particularly in enhancing operational efficiency. However, until clear regulations and guidelines regarding legal aspects are established, such as those related to intellectual property rights, companies may hesitate to fully embrace its potential. Despite this uncertainty, the utilization of AI-generated content is primarily confined to internal use. Moreover, while the initial excitement surrounding AI suggested a desire to grant these agents a human-like persona, there must be caution. Overly realistic AI may lead to trust issues, as consumers may become wary of interactions that feel too human.

This article contributes to knowledge advancements by exploring, in depth, the impact of AI implementation in organizations, on an individual level. Our research attempts to complete the existing literature on the topic by nuancing the individual experience of experts in the field of advertising.

Our study comprises qualitative research with experts in advertising. However, some limitations should be acknowledged. First, the sample was quite low, with 9 respondents. The effectiveness of the research depends on the quality of the answers and their interpretation. Second, the subject of AI implementation in companies is very new. The adoption level is low and the adoption process is slow. Third, the research was done on articles written in the English language. Other international articles might reflect a different reality.

Future research could minimize the effect of these limitations by analyzing a larger amount of data with an evolved type of AI, that could also integrate research subjects and sources in other languages.

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