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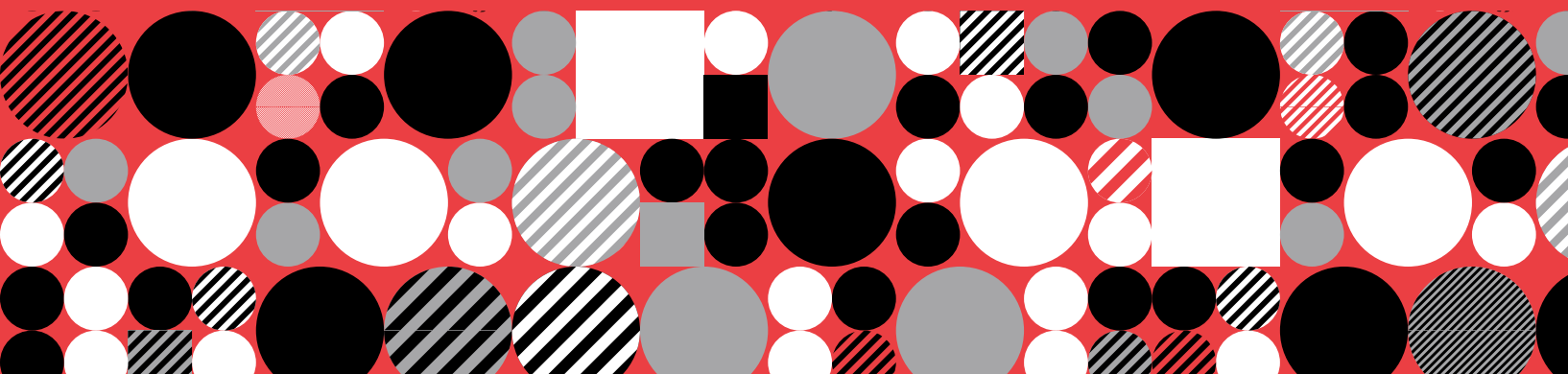


The Future of B2B:

# Reinventing The Marketing Value Chain

A guide to accelerating value with  
AI for the Adaptive Business era.

Ogilvy Consulting





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# Introduction

A NEW ERA OF  
MARKETING-  
CREATED VALUE  
REQUIRES A NEW  
APPROACH.



# ARE YOU READY FOR A MARKETING REVOLUTION?

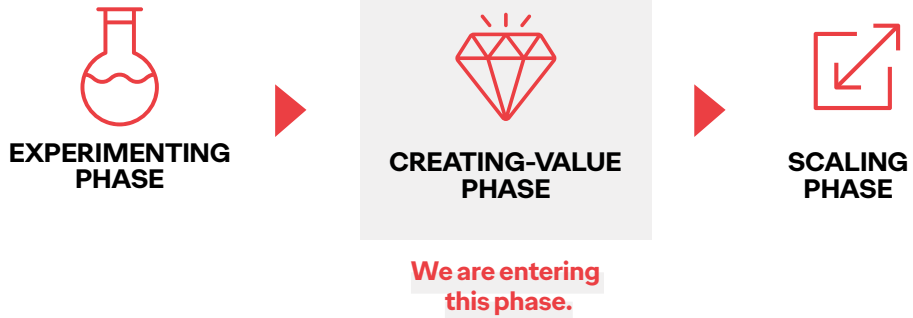
**The next wave of AI will not be about optimization;** it will be about transformation. It will be about fundamentally changing how your marketing organization delivers value, and even how you define that value in the first place. This will not be an incremental shift; it will be a paradigm shift.

How did we get here? As we've all seen, AI adoption has experienced incredible growth, with nearly two-thirds of organizations embedding AI into at least one business function. Yet as we leave the era of purely

experimenting with the next hot AI vendor, we see clear signs emerging that the next phase of value creation is still an elusive goal, as only 5 percent of organizations indicate that their AI investments can be tied to earnings.\*

We believe that successful leaders will forge this next phase through a systematic approach to designing and realizing AI-driven value. *But how?*

## AI Maturity Journey.



## FIRST, IT'S HELPFUL TO EXAMINE HOW WE GOT HERE AND THE IMPACTS AI IS ALREADY HAVING ON MARKETING.

Where once specialized skills resided in silos, AI is democratizing expertise, empowering marketing generalists with powerful capabilities. The focus is already shifting from analyzing inputs to delivering measurable outputs and business outcomes. Mass reach is giving way to hyperpersonalization, and linear customer journeys will soon evolve into intuitive, AI-powered engagements.

This new era demands a new kind of marketing leader — one who is ready to abandon outdated assumptions and embrace the transformative potential of AI. Across your organization, people, processes, and tools will need to evolve.

<b>MARKETING SPECIALISTS</b>	<b>MARKETING GENERALISTS</b>
<b>SILOED CAPABILITIES</b>	<b>DEMOCRATIZED EXPERTISE</b>
<b>PROCESS ANALYTICS</b>	<b>ACTIONS AND ANSWERS</b>
<b>FOCUS ON INPUTS</b>	<b>FOCUS ON OUTPUTS</b>
<b>PROCESS ANALYTICS</b>	<b>ACTIONS AND ANSWERS</b>
<b>LINEAR JOURNEYS</b>	<b>INTUITIVE ENGAGEMENT</b>

**The future of B2B marketing belongs to those who can adapt and reimagine what's possible.**

# DEMOCRATIZING AI AND UNLEASHING CREATIVITY.

## **The key to unlocking this transformative future is the democratization of AI.**

Easy-to-use, accessible AI-powered systems are becoming increasingly available to organizations of all sizes. This widespread availability is akin to the PC revolution, during which once-specialized skills like typing became commonplace. Similarly, AI is making sophisticated capabilities like marketing analytics accessible to everyone, empowering marketers to make data-driven decisions with unprecedented speed and agility.

Imagine a world where data analysis is no longer a bottleneck, where insights are readily available at your fingertips through simple queries. This is the power of democratized AI. It frees marketers from tedious tasks, allowing them to focus on what truly matters: strategy, creativity, and customer engagement.

AI is more than just a tool; it's a partner. It's an infinite scaler, a democratizer of skill, a disruptor of the status quo, and a storyteller.

## AI IS...

**1** An Infinite Scaler.

**2** A Storytelling Partner.

**3** A Democratizer of Skill.

**4** An Omniscient Audience Forecaster.

**5** A Disruptor of the Status Quo.

**6** ...And More.

# RAISING THE BAR FOR MARKETING PERFORMANCE.

**In our seminal report *The Future of B2B: The Adaptive Business*, we explored the crucial role of technology in driving business transformation.**

Now, in the age of AI, the question is not whether to adopt AI, but how. How do you define the role of AI in your marketing organization? How do you build a compelling case for the necessary investments?

The answers to these questions will shape the future of your business. The arrival of AI brings with it heightened expectations for marketing performance. Incremental improvements are no longer sufficient. Stakeholders will demand exponential growth, driven by AI's ability to unlock new levels of efficiency and effectiveness. Forget singledigit gains and multiquarter timelines. The expectation will be for massive growth within short horizons.

Now we are moving beyond a purely experimental approach to AI. As we look toward the next phase of evolution, a systematic, strategic approach will be essential to create new value with AI — an approach that reimagines

the marketing value chain from the ground up, preparing your organization for the Adaptive B2B era. This approach starts with understanding your current value chain and identifying the pain points ripe for AI-driven transformation.

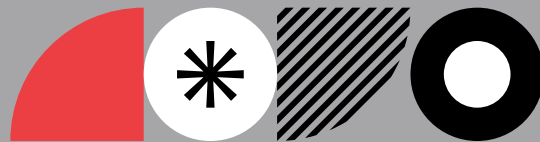
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Read more at:  
<https://www.ogilvy.com/ideas/future-b2b-adaptive-business>

# Demise Of The Status Quo

EXAMINING THE  
TRADITIONAL  
MARKETING  
VALUE CHAIN.



## EFFECTIVELY REALIZING THE VALUE OF AN AI-DRIVEN MARKETING TRANSFORMATION BEGINS WITH IDENTIFYING HOW MARKETING ADDS VALUE TODAY.

How marketing adds value to the B2B organization today is formulaic, as are the levers to optimizing efficiency and effectiveness across the value chain. We look for bottlenecks, inefficiencies, and areas

where we can improve performance through process optimization, new technologies, or creative campaigns. This approach, while valuable, often focuses on "doing things better" rather than "doing entirely new things."



# THE LIMITS OF TRADITIONAL THINKING AND THE RISE OF AI VALUE ACCELERANTS.

The traditional approach to marketing optimization, while still relevant, ignores the disruptive potential of AI.

It operates within existing paradigms, overlooking the fundamental shifts that AI is bringing to the marketing landscape.

**These shifts are driven by what we call "AI Value Accelerants," as illustrated below:**

<b>AI VALUE ACCELERANTS.</b>			
	Driving the paradigm shifts in the value marketing will deliver.		
<b>TRADITIONAL VALUE-ADD</b>	Marketing optimizes for human discoverability across web search engines.	Marketing experiments with generative capabilities to optimize activity efficiency.	Marketing plans for static if-then customer journeys and tactics.
<b>AI VALUE ACCELERANTS</b>	Generative Engine Optimization.	Agentic AI-Powered Experiences.	Intuitive Customer Engagement.
<b>AI-ENABLED VALUE-ADD</b>	Marketing optimizes for GPT visibility and breakthrough in generative search ("bot-to-bot").	Marketing enables agentic AI-powered experiences that drive the future of customer engagement.	Marketing instruments campaign blueprints and parameters that allow for AI-executed bespoke marketing programs.

# THESE AI VALUE ACCELERANTS REPRESENT A FUNDAMENTAL SHIFT IN HOW MARKETING OPERATES.

**Generative Engine Optimization** moves beyond traditional SEO, focusing on content that resonates with AI algorithms as much as human readers. Think semantic richness and structured data, not just keyword matching.

Meanwhile, **Agentic AI-Powered Experiences** transform static customer journeys into dynamic, personalized interactions, using AI agents to anticipate needs and guide users intuitively.

Finally, **Intuitive Customer Engagement** leverages AI's predictive power to deliver bespoke campaigns and targeted messages that resonate on an individual level, moving from mass marketing to one-to-one engagement at scale. These accelerants, working in concert, redefine how customers interact with brands and create entirely new possibilities for value creation.

These accelerants, and others yet to emerge, will disrupt the media landscape and redefine how customers engage with marketing. The traditional, linear value chain will give way to a more dynamic, interconnected model, where AI plays a central role in every stage of the customer journey. This shift requires a fundamental rethinking of marketing's role and a willingness to embrace new possibilities for value creation. Simply optimizing the existing value chain is no longer enough.

**We must reimagine it entirely.**

# A New Way Forward

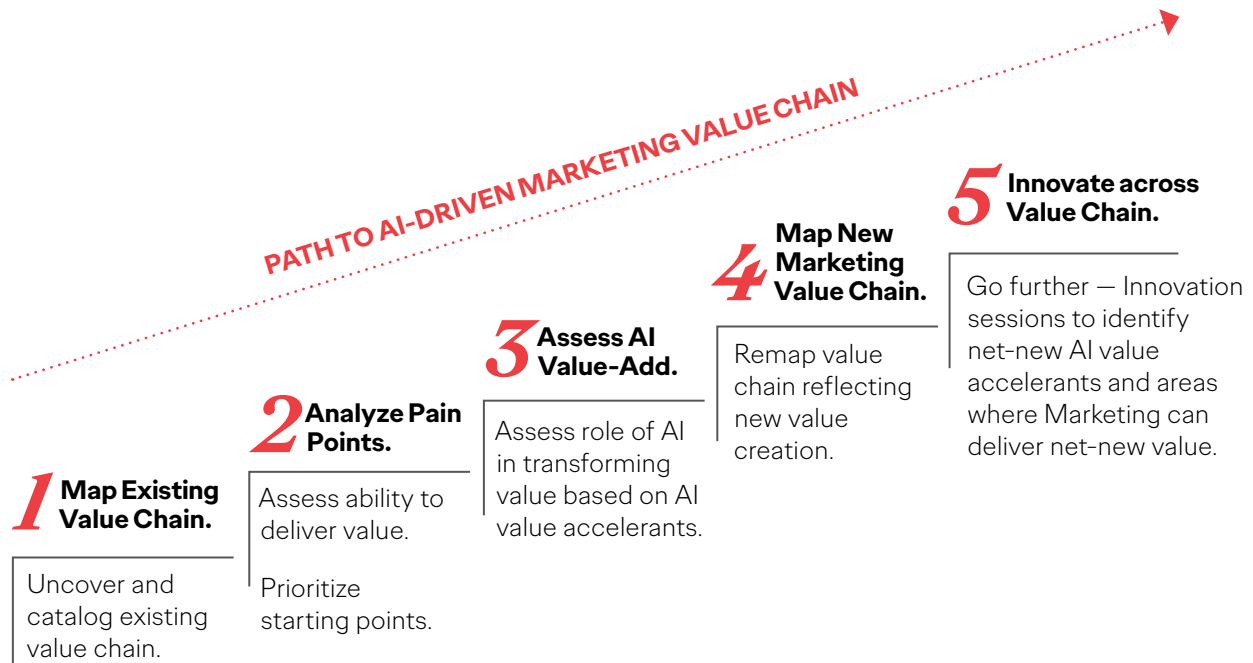
EMBRACING  
THE AI-DRIVEN  
MARKETING  
VALUE CHAIN.



**THE VALUE-CREATION ERA DEMANDS A NEW APPROACH – ONE THAT EMBRACES CHANGE AND ACTIVELY SEEKS OUT NEW AVENUES FOR MARKETING-LED VALUE CREATION.**

This requires a shift from linear, optimization-focused thinking to a more dynamic and iterative process. Enter the AI driven marketing value chain. This isn't a one-time transformation but an ongoing journey.

**It's a five-step system that allows you to continuously assess, adapt, and innovate:**



It begins with mapping your existing value chain, understanding where you are today. Then, it continues with analyzing your pain points to identify areas for improvement and assessing how AI can add value. This leads to mapping a new value chain, one that incorporates AI as a core driver of value creation.

Finally, you move beyond optimization and into innovation, exploring entirely new possibilities for delivering value that were previously unimaginable. This iterative process ensures that your marketing organization remains agile and adaptable in the face of constant change.

# 5-STEP SYSTEM EXPLAINED.

## **1** Map Your Existing Value Chain.

Start by documenting your current marketing processes and how they contribute to business value. This creates a baseline for understanding where you are today and identifying areas ripe for transformation.

## **2** Analyze Pain Points.

Identify the bottlenecks, inefficiencies, and challenges within your existing value chain. Where are you falling short? Which processes are resource-intensive or produce limited results? And even more critically, how must marketing add value as your buyer needs evolve in the AI era?

## **3** Assess AI Value-Add.

Evaluate how AI can address your identified pain points and enhance each stage of your value chain. Consider AI Value Accelerants and various AI capabilities, from automation and generation to personalization and prediction.

## **4** Remap Your Marketing Value Chain.

Integrate AI as an accelerant for your value chain by representing its role in enhancing each aspect of marketing value creation. Ultimately, creating a new visual representation of how AI will enhance and transform your marketing processes to drive the most impact and value.

Use your remapped value chain as a roadmap to identify the right AI solutions for your specific needs. Match the capabilities of AI tools with the pain points and objectives identified in your value chain to ensure alignment and maximize effectiveness.

## **5** Innovate across the Value Chain.

Remapping your current value is just the start. From revisiting this process as your market and audience needs change, to convening an innovation session to brainstorm ideas and identify how AI can unlock entirely new sources of value, the five-step process becomes an iterative system rather than a static process.

# UNLOCKING NEW POSSIBILITIES FOR VALUE CREATION.

As you start to examine your existing value chain, you'll likely start to wonder what AI value-add actually looks like in practice. While the possibilities are vast and constantly expanding, they tend to fall into **two categories**:

## AI-Driven Optimizations.

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These focus on streamlining and enhancing your existing marketing processes.

Imagine automating repetitive tasks like e-mail marketing campaigns with AI, freeing up your team to focus on higher-value activities. Think about using predictive analytics to identify high-potential leads, optimizing your sales funnel and resource allocation for maximum

impact. Or consider how AI-powered chatbots can handle routine customer inquiries, improving the customer experience while reducing the burden on your support team.

These optimizations enhance efficiency and effectiveness, delivering measurable improvements to your existing marketing efforts.

## AI-Driven Value Creation.

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These focus on developing innovative value propositions and revenue streams that were previously unimaginable.

Imagine leveraging AI to create hyperpersonalized product experiences, tailoring every interaction to individual customer needs and preferences. Think about using AI to generate predictive market insights, identifying emerging trends and untapped opportunities

before your competitors. Or consider how AI can empower you to develop entirely new product offerings based on deep analysis of customer data and market dynamics.

This is where AI's true transformative power lies, in enabling you to not just improve existing processes but to create entirely new sources of value.

By embracing the AI-driven marketing value chain, you can not only drive greater incremental improvements through optimizations but also unlock entirely new levels of value for your organization through innovative value creation. The key is to think beyond the limitations of your current processes and embrace the transformative potential of AI.

## PUTTING THE SYSTEM INTO PRACTICE.

While we are still on the cusp of this new era, there is a growing recognition that B2B marketing needs to fundamentally change to fully capitalize on the opportunities presented by AI. For example, we recently worked with the forward-thinking leaders of a major telecom to identify multiple areas where AI could add value across their marketing value chain. To accelerate the process and foster internal alignment, we adapted our five-step system into a dynamic workshop format.

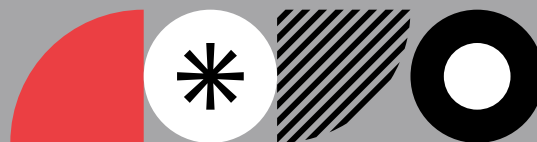
Following a self-assessment of their current state, we identified a range of potential AI applications, from optimizing existing processes to creating entirely new value propositions. One particularly compelling outcome was the concept of an AI-powered recommendation engine for phone plan add-ons.

Traditionally, selecting add-ons has been a complex and often frustrating process for customers, leading to lower conversion rates and decreased satisfaction. The AI-powered engine, however, would analyze customer data, usage patterns, and preferences to provide personalized recommendations, simplifying the selection process and increasing the likelihood of customers finding the perfect add-ons to meet their needs. This not only streamlines the customer experience but also creates a new avenue for revenue generation by increasing add-on sales.

By working collaboratively and focusing on customer value, you can help your organization unlock new levels of growth, limited only by your imagination.

# Getting Started

REIMAGINING  
MARKETING VALUE  
INSIDE YOUR  
ORGANIZATION.



## THE AI REVOLUTION IN B2B MARKETING IS NOT A DISTANT FUTURE; IT'S HAPPENING NOW.

Marketing leaders who embrace this change today will not only realize value faster but also create new sources of growth and outpace their competition. This isn't just about adopting new technology; it's about transforming your entire organization.

Reimagining your marketing value chain requires commitment and a willingness to embrace change. It's a journey, not a destination, and it starts with taking action:

### 1 Remap Your Value Chain.

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Don't wait for perfection; begin by mapping your current marketing activities and identifying immediate and long-term opportunities for AI integration. Use the five-step process outlined in this paper as your guide. Where are your biggest pain points? Where can AI deliver the most immediate impact?

### 2 Prove the Value.

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Start small. Choose one specific area of your value chain and implement a pilot project to demonstrate the tangible benefits of AI. Track your results side by side the current process to build a compelling case for further investment.

### 3 Roll Out and Carry On.

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Once you've proven the value of AI in a pilot project, expand your implementation across the organization. Establish clear change management processes to ensure a smooth transition and continue to iterate and refine your approach. The key is to keep moving forward, always experimenting, learning, and adapting.

THE CONCEPTS, APPROACHES, AND GUIDANCE  
PRESENTED IN THIS PAPER ARE

**100% HUMAN GENERATED.**

We are also proud to have  
utilized our proprietary



AI Platform for support in editing and  
expanding on these concepts.

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# ABOUT US.

## OGILVY CONSULTING.

In a world that changes with algorithmic speed, Ogilvy Consulting exists to provide creative solutions for transformational growth. We utilize our experience and expertise in behavioral science, demand analytics, organizational behavior, innovation, design thinking, and social and environmental impact to create imaginative and intelligent answers to our clients' problems. Our offering includes strategic and systemic thinking for business, marketing, and brand transformation that ensures a larger share of the future for our clients.

B2B is in the midst of a transformation, from evolving buyer expectations to the continuous flux in supplier dynamics. The only constant is constant change.

At Ogilvy Consulting, we partner with B2B leaders to guide the scope and scale of this change by seeking creative solutions for transformational growth — with our unusual combination of imagination and intelligence to drive both short- and long-term impact.

## ENDNOTE.

\*“The State of AI in Early 2024: Gen AI Adoption Spikes and Starts to Generate Value,” McKinsey & Company  
<https://www.mckinsey.com/capabilities/quantumblack/ourinsights/the-state-of-ai#/>

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