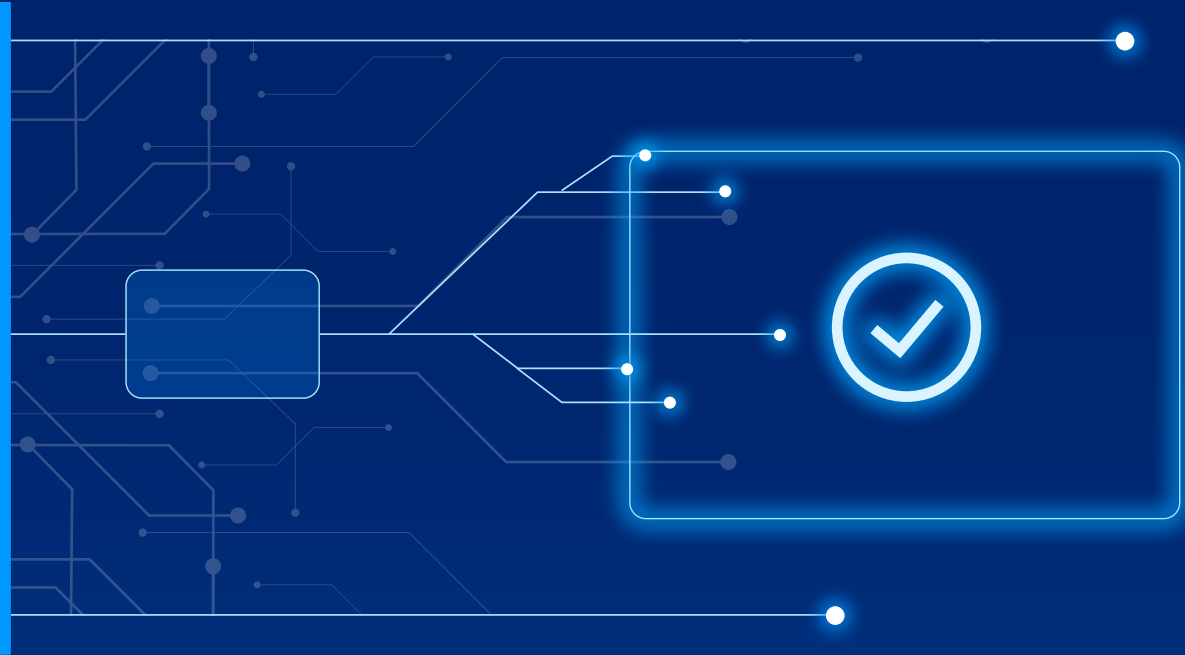


From Tasks to Decisions

The leadership playbook for
building an AI-first marketing
organization



The CEO expectation gap

AI expectations are rising. Marketing results are not keeping pace.

Companies are investing heavily in AI, yet many marketing organizations are struggling to convert AI adoption into measurable business impact.

The problem isn't access to AI. It's that marketing decisions remain embedded within workflows, inconsistent across teams and difficult to govern at scale.

As AI increasingly influences critical marketing decisions, organizations need greater visibility into which decisions matter most and where governance is required.

76%

of CEOs view AI as the most disruptive technology and expect it to reshape business models.



80%

of CEOs expect AI to significantly change organizational capabilities.



15%

of CEOs believe their CMO has strong AI savviness.



1 in 3

CMOs are achieving the returns they expected from AI investments.



AI is already influencing your decisions

Illustrative example of decisions every marketing team makes



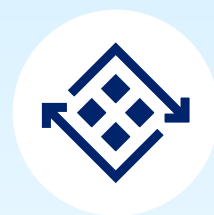
Market and customer strategy

- Which customer segments should we prioritize this quarter?
- Which product should we promote first to this customer segment?



Investment and resource allocation

- How should we allocate budget across brand and performance marketing?
- How should we allocate marketing headcount or agency spend?



Brand and positioning

- What value proposition should we emphasize?
- What brand narrative do we need to convey?



Campaigns and channels

- How should we tailor messaging for different personas?
- Which channels should we include in this campaign?

Identify the decisions that deserve governance

Not every marketing decision requires the same level of oversight.

Focus on the decisions that combine high business value, high risk and frequent occurrence. These are the decisions that should be governed before they are increasingly influenced by AI.

Tip: See the following slide for questions to help rate business value and risk.

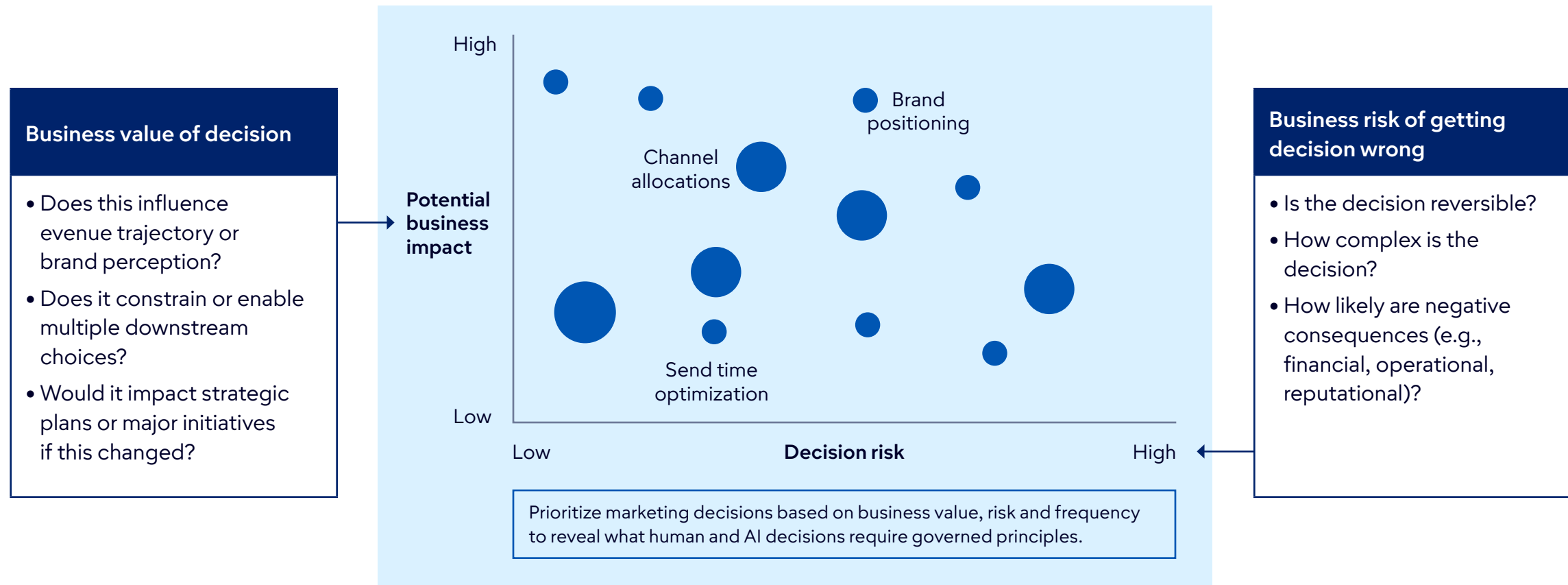
Your governance shortlist

Identify the three to five highest-value, highest-risk decisions, and prioritize them for decision mapping, ownership clarity and governance oversight.

Decision	Business value (Rate 1-5)	Risk (Rate 1-5)	Frequency (Rate 1-5)

Illustrative example for prioritizing decisions based on impact, risk and frequency

- Size of bubble represents frequency of decision



Source: Gartner

What leading CMOs are doing differently



Shift 1

Tasks → Decisions

Most marketing teams still organize work around activities, campaigns and deliverables. High-performing teams focus on the decisions that determine business outcomes and use AI to improve the quality and speed of those decisions.



Shift 2

Implicit decisions → Governed decisions

Many marketing decisions remain embedded in workflows and are based on inconsistent logic. Leading organizations make those decisions explicit by defining ownership, inputs, oversight and accountability.



Shift 3

Siloed information → Shared context

Leading CMOs create shared context by documenting strategic priorities, guardrails and decision criteria so that people and AI can make consistent decisions.

Actionable, objective insights

Explore these additional complimentary resources and tools for marketing leaders.

Tool

Gartner for Marketing Score

Evaluate the maturity of your marketing function using objective, peer-based performance standards.

Get Started



Tool

The Gartner Marketing Budget & Efficiency Benchmark

Assess your organization's spending levels and associated headcounts to inform investment optimization.

Get Started



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