

Editorial: *Building Trust in AI-Driven Tools While Advancing on the Maturation of AI Use, Considering Consumers' Views*



Three years ago we highlighted the importance of resilience and strategic risk management, making reference to the imperative of reskilling considering skills descriptions and enabling learning. We showed from the very beginning the huge impact of digital disruption, as well as the need of seeing and going beyond disruption (Purcarea, 2021).

Recently, starting from the fundamental importance obtained by the capability of resilience as a whole facing disruption, Heracleous (2024) underlined the essentiality of risk management from different points (technological, financial, operational, reputational, and strategic) of view. He also suggested a linkage between resilience building and strategic capabilities building.

As recently shown by BCG (2024), based on an AI-powered sentiment analysis, increasingly common in European company narratives, for instance, are the topics of transformation and restructuring (whose pressures decrease as company size increases). On a global level, research findings by Zhao, Hong and Lau (2023) revealed priorly how supply chain resilience can be reinforced to achieve better performance by leveraging digitalization, considering its differential impact (before, during and after the disruption) on the supply chain resilience (absorptive, response, and respectively recovery) capabilities.

Seven years ago (Purcarea, 2017), we signaled the transformation of the role of marketers by AI (CMOs being under pressure to manage brands holistically), the already employed AI solutions along a customer journey (mixing AI with true human intelligence across any channel) turning frustrating experiences into productive conversations, better understanding how to link CX (mastering its core competences) to ROI, while taking into account employee experience (EX) as a top priority.

A very recently Only McKinsey newsletter (2024) presented some carefully chosen and thoughtfully aspects regarding AI impact on the future of work, such as: what academic experts say about still necessary human oversight (as reported by the Wall Street Journal); the perspective of growth stimulation by increased productivity at the same time as making possible inflation limitation (as noted by the New York Times); the importance of building trust in AI (reducing the rising AI fear factor), and the maturation of AI use in various areas including in marketing and sales (on McKinsey.com).

Also very recently, Boston Consulting Group experts (Abraham, Edelman and Wiener, 2024) revealed findings from their April 2024 study (there were surveyed over 200 CMOs in 7 countries, BCG partnering with the Association of National Advertisers for this purpose), one of which being AI or GenAI adoption as one of the top priorities. Consequently, GenAI tools for content creation are already deployed by half of CMOs, while there is an increased pressure to ensure good social media channels management, and to open the door for growth from AI, companies need to consider personalization as the ultimate way for.

It is well-known that product discovery is revolutionized by GenAI, consumers benefitting of large language models' hyper-personalized answers, focused recommendations, and results refining based on follow-up questions (Pagano et al., 2024). And as hyper-personalized experiences are powered by GenAI (which makes search semantic and transparent, empowering consumers' decision-making), consumer relationships are deepened (Accenture, 2024).

Findings from a recent Connecting Consumers report by the global experiential marketing agency Momentum Worldwide (IPG (2024) revealed significant aspects with regard to consumers' willingness to use AI to connect, one of them being the increasing desire for genuine human interaction within the context of AI rising. The Chief Strategy & Product Officer at this marketing agency expressed an interesting opinion: *"Technology has the potential to unite people as a powerful companion, not a replacement for human interactions. AI, VR and mixed reality are tools we can use to enable better connections... Brands need to learn the delicate technology balance with consumers as they have a genuine opportunity to bridge the gaps in society—to close the perception of what there is and fulfill the reality of consumer's needs."*

Allow us to end by coming back to other BCG experts (Balaji et al., 2024), who concluded as follows: *"Consumers are more knowledgeable about AI than we imagined, with a*

more nuanced understanding than they are given credit for. This perception varies by markets, by the kind of exposure consumers have to AI applications, and by the thought of how AI could change their lives and livelihoods. It's critical for leaders to keep this understanding in mind at all times if they want to deploy AI successfully and at scale."

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