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Artificial Intelligence and The Human Side of Work Transformation

A Case Study of Stellantis

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CONTENTS

<i>INTRODUCTION.....</i>	<i>1</i>
<i>Chapter 1- How Technology Reshapes The Labour Market?.....</i>	<i>6</i>
<i>1.1 The Evolution of The Relationship between Human and Machines</i>	<i>7</i>
<i>1.2 The RBTC Framework: from SBTC to a task-based approach</i>	<i>9</i>
1.2.1 Empirical Evidence: Job Polarization and The “U-shaped” Curve	11
1.2.2 Criticism and Limitation of the RBTC Model	16
<i>1.3 What does distinguish Artificial Intelligence from past technologies?</i>	<i>23</i>
1.3.1 AI and transformation of tasks: substitution or complementarity?	25
1.3.2 AI and workers’ perception.....	27
1.3.3 AI, Training and Organizational choices	30
<i>1.4 Towards the case study.....</i>	<i>35</i>
<i>Chapter 2 - Artificial Intelligence in Marketing and CRM activities</i>	<i>36</i>
<i>2.1 AI in CRM: functions, opportunities, and limitations.....</i>	<i>38</i>
2.1.1 The Potential of Artificial Intelligence in CRM systems	39
2.1.2 Organizational capabilities and governance conditions	41
2.1.3 Limitations, risks and implications	43
<i>2.2 Artificial Intelligence and Data Management in The Automotive Sector</i>	<i>44</i>
2.2.1 Context: The Case of Stellantis	46
2.2.2 The Customer Data Platform: definition, data sources and limitations	47

2.2.3 AI-augmented CDPs: custom algorithms and added value	48
2.2.4 Use cases and results at Stellantis	51
2.2.4.1 Owner In-Market model	54
2.2.4.2 Lead Scoring model.....	57
2.3 <i>How work is changing: roles, responsibilities, and skills</i>	59
2.4 <i>Final considerations and open challenges</i>	61
Chapter 3 - <i>Methodology and analysis</i>	63
3.1 <i>Methodology</i>	63
3.2 <i>Findings</i>	71
3.2.1 Hp.1	71
3.2.2 Hp.2	77
3.3. <i>Summary of findings</i>	82
Chapter 4 - <i>Discussion and Generalization</i>	87
4.1 <i>Reinterpreting the findings through the theoretical lens</i>	87
4.2 <i>Reconfiguration of roles and competences</i>	91
4.2.2 <i>Opportunities, vulnerabilities, and the balance of complementarity</i>	95
4.3 <i>Towards responsible integration: training, communication, and governance</i>	96
BIBLIOGRAPHY.....	102
APPENDIX A – <i>Interview Guide</i>	106
APPENDIX B – <i>Anonymized Interview Transcripts</i>	108

INTRODUCTION

The growing diffusion of Artificial Intelligence across industries symbolizes for sure one of the most relevant transformations of contemporary work. Beyond the immediate technological dimension, the integration of intelligent systems is progressively reshaping organizational logics, professional identities, and the boundaries between human and machine activity.

The debate on its consequences remains open, with substitutionist narratives foreseeing job displacement and more optimistic approaches emphasizing human-machine complementarity. First of all, Artificial Intelligence differs from previous technological waves because of its capacity to learn, adapt, and autonomously generate insights from large and complex data sets and such features extend automation beyond mechanical or routine operations, affecting also cognitive, interpretative, and decision-making tasks that were traditionally associated with human expertise. Consequently, understanding AI's impact on employment requires an exploration of how tasks are reconfigured, which competences gain or lose relevance, and how workers reinterpret their professional roles within increasingly hybrid ecosystems. It follows that this kind of perspective demands an interdisciplinary approach that bridges economic theories of technological change, organizational studies, and the sociology of work and within this analytical frame, the thesis pursues three interconnected objectives.

The first is to identify the mechanisms through which AI alters task composition and professional responsibilities in knowledge-intensive functions, the second is to examine how these transformations are

perceived and interpreted by workers, focusing on the dimensions of trust, autonomy, and control in the interaction with intelligent systems and the third is to evaluate the moderating role of training and reskilling strategies in shaping these perceptions, determining whether AI adoption translates into empowerment or uncertainty.

For that reason, the aim of this work is to contribute to this gap by analyzing how Artificial Intelligence modifies work at an operational and perceptual level, providing innovative elements in terms of new information given that in this sense there appears to be a lack in the literature, with particular attention to the relational, cognitive, and organizational mechanisms that mediate its effects.

The methodological point of view adopted also belongs to the same logic as the empirical field chosen for this research is Stellantis, one of the leading automotive groups globally, where AI is increasingly integrated into marketing and customer relationship management (CRM) processes. This context offers an ideal advantage to observe the intersection between technology and human activity and the introduction of AI-augmented Customer Data Platforms (CDPs) has changed the way its customer information is collected, analyzed, and used, creating new forms of collaboration between data specialists, strategists, and creative professionals.

Methodologically, the research adopts a qualitative approach, based on semi-structured interviews with twelve professionals directly involved in AI-driven activities at Stellantis and its communication partners, following a design that was selected for its capacity to explore complex and evolving phenomena through participants' lived experiences rather than through statistical generalization.

With regard to the interviews, conducted between June and October 2025, investigated three main dimensions that are:

- changes in tasks and work organization following AI introduction;
- evolution of skills and learning processes;
- perceptions of autonomy, trust, and control in the interaction with intelligent systems.

Thematic Analysis (Braun & Clarke, 2006) was employed to identify recurring patterns of meaning across the dataset, organizing them around two central hypotheses: that AI reconfigures work by reducing repetitive tasks and amplifying interpretative ones (Hp.1), and that the scope and quality of training influence workers' confidence and relationship with technology (Hp.2).

By privileging qualitative indicators, the study captures how AI is embedded in organizational life, how professionals negotiate its introduction, and how meaning is collectively reconstructed through practice and this orientation aligns with recent contributions in organizational sociology and digital work studies, that stress the necessity of examining technology "from within," by listening to the subjective narratives of those who use it daily.

Regarding the structure of the thesis, it mirrors this logic of progression from theory to practice and for this, the first chapter outlines the evolution of the relationship between humans and machines, revisiting classical and contemporary frameworks such as Skill-Biased and Routine-Biased Technological Change, and extending them to the AI era. The second chapter moves instead from theoretical premises to empirical grounding, analyzing the introduction of AI in marketing and CRM functions and its organizational implications within Stellantis and

the third one details the research design, explaining the qualitative methodology, data collection, and analytical procedures.

The fourth and final chapter discusses the findings, reinterpreting them through the theoretical lens and emphasizing the dual nature of AI as both a source of efficiency and a driver of new forms of learning, interdependence, and vulnerability.

As we will have the opportunity to read and see, the results demonstrate that Artificial Intelligence, far from eliminating human contribution, is redefining it because in the examined context, automation has reduced repetitive operations such as data cleaning or segmentation but has simultaneously increased the importance of interpretative, relational, and strategic competences. Workers describe AI not as a replacement but as a catalyst that reconfigures their routines, demanding new literacies and cognitive adaptability. At the same time, the absence of structured training generates asymmetries: while some professionals experience AI as empowering, others perceive dependence and uncertainty.

The contribution of this thesis, combining various perspectives, proposes that AI integration should be understood as a learning process that unfolds within organizations, where competence development, trust, and interpretative capacity determine the effectiveness of technological adoption.

Ultimately, we need to say that this study aspires to advance a more balanced and responsible vision of Artificial Intelligence at work because it tries to suggest that productivity gains and human development are not competing objectives but interdependent outcomes of thoughtful design, inclusive governance, and continuous training.

That's why, by observing how AI reshapes daily practices within Stellantis, the thesis highlights that the success of digital transformation depends on the capacity of organizations to transform technological potential into shared meaning, enabling workers to remain not only efficient but also competent, confident, and engaged actors in the evolving ecosystem of intelligent work.

Chapter 1- How Technology Reshapes The Labour Market?

Technological change has always represented an economic and social source of transformation. Today, the advent of Artificial Intelligence (AI) marks a new historical phase in this process, in which machines not only replace manual jobs, but also affect cognitive and decision-making ones. The consequences for the labour market are still being discussed and researched: this is a transformation that redefines occupations, demand for skills, and the ways in which humans and machines interact. This chapter aims to provide a theoretical framework for understanding the evolving relationship between technology and work. It begins by reconstructing the historical phases of this phenomenon, before examining the main interpretative approaches and proposing an analytical lens through which the effects of AI adoption, within specific organizational contexts, can be assessed. The discussion explores foundational models such as Skill-Biased Technological Change, which explains the impact of technology in terms of skills, and Routine-Biased Technological Change, which instead focuses on the task composition of occupations. Together, these frameworks provide a theoretical basis to understand whether technologies may replace or complement work. Then, it focuses on the distinctive capabilities of Artificial Intelligence, including its ability to extend automation beyond routine tasks and to reshape occupational structures and skill requirements. As the analysis goes on, attention shifts to how these transformations are perceived by workers themselves and to the role that firms' organization, institutions and training policies may play in shaping the outcomes of AI integration. Rather than treating technology as an external shock, the goal is to

understand how it is interpreted, embedded in organizational processes, and how it is reconfiguring the everyday reality of work.

1.1 The Evolution of The Relationship between Human and Machines

The interaction between technological innovation and employment has been, through history, a source of progress, social anxiety and undesirable consequences. Already in the 1930, John Maynard Keynes introduced the concept of “technological unemployment”, warning that technological progress could reduce the demand for labour faster than the creation of new jobs. Yet, Keynes remained optimistic, recognizing it as a temporary phenomenon, looking at the long-term benefits of the progress, like the possibility to free humans from the necessity to work long hours. A few years later, Joseph Schumpeter (1942) recognized the technological innovation as the main driver of economic development, introducing the idea of “creative destruction” according to which, every innovation destroys obsolete activities and skills, but at the same time opens new markets and creates new job occupations. These theoretical insights have long shaped the debate on the relationship between technology and labour, highlights its dual nature as both a disruptive and a generative force.

Historically, this ambivalence is reflected in the major waves of industrial transformation. During the First Industrial Revolution, the introduction of machinery into production processes caused a major change in the labour industries, raising fears of labour substitution. The Luddite movement, active in England in the early 19th century, was the most obvious manifestation of this situation: groups of workers who feeling threatened, destroyed the machines that were radically transforming their professions. The Second Industrial Revolution, with the

introduction of electricity, internal combustion engine and mass production techniques such as the Ford assembly line, substituted many skilled artisans with standardized mass-production workers, while creating demand for low-skilled labour (Kurer & Gallego 2022). A key insight from more recent studies is that emerging technologies can both replace and complement labor, and that the consequences of their adoption depend on which group of workers are involved and tasks affected (Autor et al. 2003; Acemoglu & Autor 2010). The introduction of computers or the Internet changes the way workers perform their jobs, by laying the foundations for the Third Industrial Revolution, or ICT Revolution (Perez 2002). According to Perez, the invention of microprocessors in 1970s, triggered a new technological paradigm based on information and communication technologies, which rapidly spread through production and organizational systems. With this new era, technology began to impact not only manual labour, but also cognitive and administrative jobs, by transforming entire sectors from banking to publishing.

More recently, the introduction of advanced digital technologies such as virtual reality, Internet of Things (IoT) and artificial intelligence, shifted scholars' attention to the description of the current phase, defined as Fourth Industrial Revolution or "The Second Machine Age" (Brynjolfsson & McAfee 2014). According to Schwab (2016), this new era is defined not only by the emerging of new technologies, but also by increasing interpenetration between physical, biological and digital systems, that is completely reshaping not only production systems but also the way in which humans work, live and interact. What makes this phase different from the previous technological waves, is not just the

shift from manual to cognitive labor, anticipated by the Third Industrial Revolution, but rather a significant qualitative leap in the type of cognitive tasks being transformed. Moreover, Schwab highlights that this transformation is driven by the increasing availability of mobile internet and the growing potential of computing power, that are reshaping production, consumption and communication, as well as leading to the development of new professions, such as data analytics, robotic engineers or cybersecurity experts, that require new skills related to the new emerged technologies.

So, the possibility to both automate and augment human activities represents a crucial point in the evolution of work and raises new questions about the future of occupations. These changes suggest the necessity of new theoretical frameworks, capable of capturing the complexity of the evolving human-machines interaction.

1.2 The RBTC Framework: from SBTC to a task-based approach

As discussed in the previous section, the evolution of the labour market has been strongly influenced by successive waves of technological innovations, as the adoption of Information Technologies since the last 20th century. An important representation of this phenomenon is the concept of Routine Biased Technological Change (RBTC), introduced by Autor, Levy, and Murnane (2003), to describe changes in the employment structure of industrialized countries, due to the spread of information technology and digitalization.

This model was born as an evolution of the previous Skills-Biased Technological Change (SBTC) (Autor, Katz & Krueger 1998; Autor et al. 2003), according to which computers and intelligent machines tend to

replace low-skilled workers, while complementing and increasing productivity of high-skilled ones. This theory implied a monotonic “upgrading” effect on the occupational structure in terms of skills: the number of workers implied in highly specialized roles was expected to grow at the expense of less skilled sectors. Consequently, an increase in the relative wages of high-skilled workers was also expected (Autor 2015).

The RBTC model instead, is centered on a task-based work’s view, according to which all occupations consist of different tasks, some more automatable than others. In this context what really determines the substitutability of tasks by computer and advanced machines, is the amount of routine they involved, more than the skills they require (Autor et al. 2003; Autor 2015; Fernandez & Hurley 2017). So, according to this approach, digital innovations have made many routine manual and cognitive tasks, such as accounting or quality control, payroll processing or travel booking, highly codifiable and thus replaceable by machines. Conversely, occupations that rely on non- routine cognitive tasks (e.g., management, engineering, research) or non-routine manual tasks (e.g., caregiving, food preparation, cleaning) appear to be less susceptible to technological substitution (Autor et al 2003; Autor & Dorn 2013; Autor 2015). This draws our attention, to the so called “Polanyi’s Paradox” (Polanyi 1966) : “We know more than we can tell”, according to which many human skills that require judgment, critical thinking, social interaction, physical adaptability, and creativity are hard to formalize into explicit rules and so difficult to replace by machines (Polanyi 1966; Autor et al. 2003) . As a result, this dynamic has led to what scholars defined as “job polarization”, that is a simultaneous

growth in high-education jobs that require capabilities not easily replaceable by computers (e.g. doctors, IT specialists, engineers), as well as an increase in low-education jobs that require non routine tasks, but manual or relational activities difficult to automate (e.g., personal care workers, waiters, delivery staff) . On the contrary, a contraction in middle-skill occupations (e.g., office clerks, manufacturing operators) characterized by a mix of codifiable tasks that make them more exposable to automation, is observed (Autor et al. 2003; Autor & Dorn 2013; Autor 2015; Fernandez & Hurley 2017).

1.2.1 Empirical Evidence: Job Polarization and The “U-shaped” Curve

Empirical studies supporting the Routine-Biased Technological Change (RBTC) highlight significant shifts in the employment structure across advanced economies. Autor and Dorn (2013), analyzing the evolution of the US Labour market between 1980 and 2005, demonstrate a significant decline in “routine-intensive” occupations and a parallel increase in high and low-skilled jobs. The employment curve by skill level assumes a “U-shaped” structure (Figure 1), also known as an hourglass curve, and it graphically represents the polarization phenomenon discussed so far: mid-level occupations are “emptied out”, while those at the margins of the distribution are expanding.

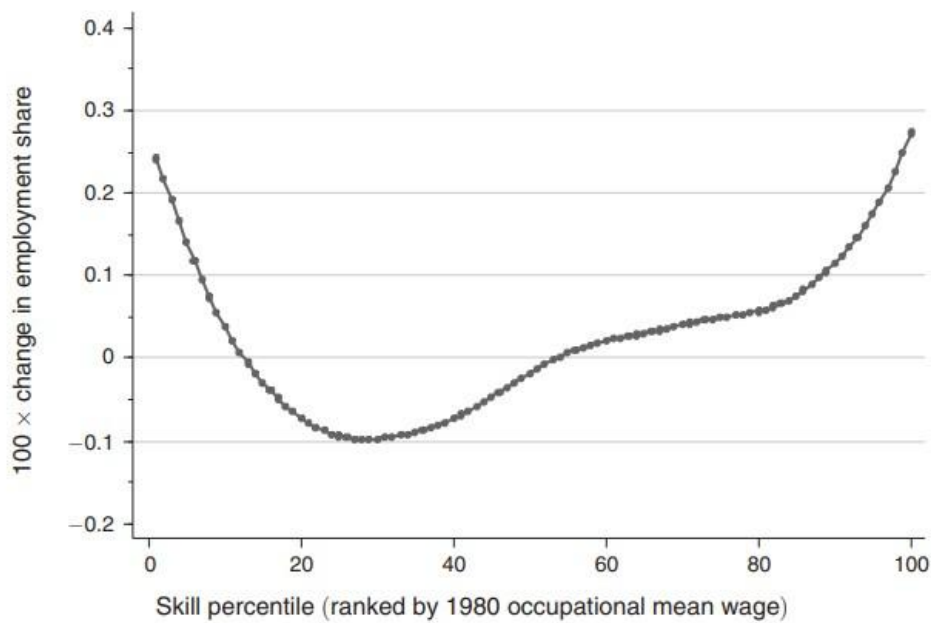


Figure 1 - Source: Autor, D., & Dorn, D. (2013). The Growth of Low-Skill Service Jobs and the Polarization of the US Labor Market. Data based on U.S. Census IPUMS and American Community Survey.

Notes: Smoothed Changes in Employment by Skill Percentile in US Labour Market, 1980-2005

Later, Autor (2015) reinforces this evidence, illustrating the pattern for the United States between 1979 and 2012: the share of four middle-skill occupations (sales, office, production workers and operatives) dropped from 60% to 46% in this time frame, while service occupations, which have been stable for decades, began to grow significantly after 1980. (Figure 2).

Change in Employment by Major Occupational Category, 1979–2012

(the y-axis plots 100 times log changes in employment, which is nearly equivalent to percentage points for small changes)

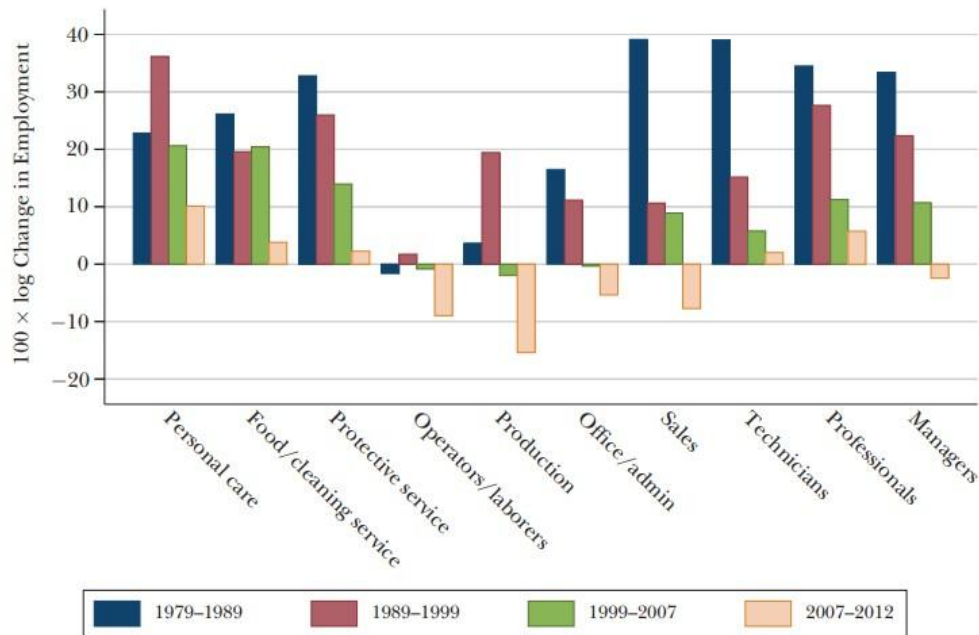


Figure 2 - Source: Adapted by Autor (2015) in “Why There Are Still So Many Jobs? The History and Future of Workplace Automation”, using data from the 1980, 1990 and 2000s U.S. Census IPUMS, and the American Community Survey.

Notes: The figure illustrates percentage employment changes across ten major nonagricultural occupations group in U.S. from 1979 to 2012. Agricultural occupations are excluded due to their minimal employment share (<2.2%).

Also, the polarization phenomenon is not only investigated in the US labour market. As Autor (2015) reports in his working paper, changes in occupational shares between 1993 and 2010, occur also in European countries (Figure. 3). Although the trend shows similar dynamics across the United States and Europe, the author emphasizes that their data cannot easily be comparable, highlighting that a large set of different factors and causes can contribute to this phenomenon.

Change in Occupational Employment Shares in Low, Middle, and High-Wage Occupations in 16 EU Countries, 1993–2010

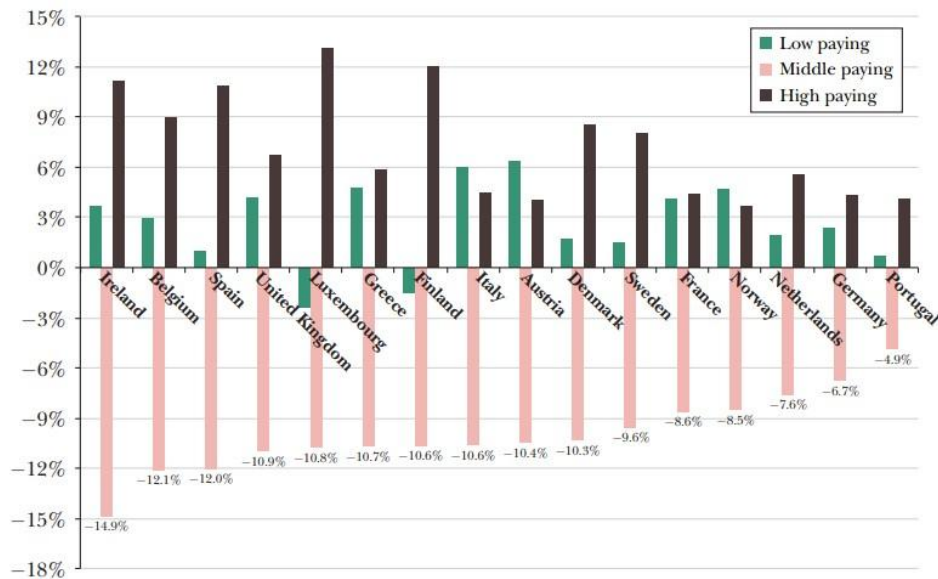


Figure 3 - Source: Autor (2015) in “Why There Are Still So Many Jobs? The History and Future of Workplace Automation”, based on data from Goos, Manning and Salomons (2014).

Notes: The figure shows changes in employment shares for low-, middle, and high-paying occupations in 16 EU countries between 1993 and 2010. Occupational groups are defined by average wage levels and include categories such as professionals, clerks, machine operators and service workers.

However, the implications of this job polarization for wages are often nuanced. While one might assume that rising employment at the extremes of the distribution translates into rising wages for those respective workers, the opposite is often true. In some cases, the increase in low-skilled jobs is not accompanied by an increase in salaries, rather by stagnating or worsening wage conditions (Autor & Dorn 2013; Autor 2015). Autor (2015) emphasizes that wage trends are shaped by a combination of three factors: complementarity with technology, labour supply dynamics and the elasticity of demand for certain services. In high-skill occupations, information technology acts as a powerful complementor, amplifying the ability of professionals to

access more complex data, while focusing on decision-making and interpretation. This complementarity, combined with a relatively inelastic supply of highly educated labor, has led to steady wage growth for these groups. The situation appears different for middle-skill, routine intensive job where technologies act primarily as substitutes. The replacement of repetitive production tasks has not only reduced employment in these sectors but also exerted strong pressure on wages. Finally, demand for low-skill manual jobs such as cleaning caregiving, has increased due to rising income levels and the increased consumption of personal services. Displaced middle-skilled workers often shift in these sectors, generating competition and limitations in wage growth. Indeed, while a moderate wage gain was observed between 1980 and 1990, the 2000s marked a reversal: employment in manual services expanded, but wages stagnated or decline (Figure 4). These findings suggest that the automation of routine tasks could lead to increase wage inequality without changing job opportunities. According to Autor and Dorn (2013), the cause of the lack of correspondence between these two phenomena can be seen as a possible result of a so called “selection effect”: as automation replaces the more routine and less-skilled tasks, the competences required for the remaining jobs, becomes more demanding in terms of skills and less routine. This imply that workers who are hired in these positions, are more skilled and perform more compel tasks, Consequently, the average wage for such occupations may increase, even if the overall number of jobs declines. (Autor & Dorn 2013).

Changes in Mean Wages by Occupational Skill Percentile among Full-Time, Full-Year (FTFY) Workers, 1979–2012

(the y-axis plots 100 times log changes in employment, which is nearly equivalent to percentage points for small changes)

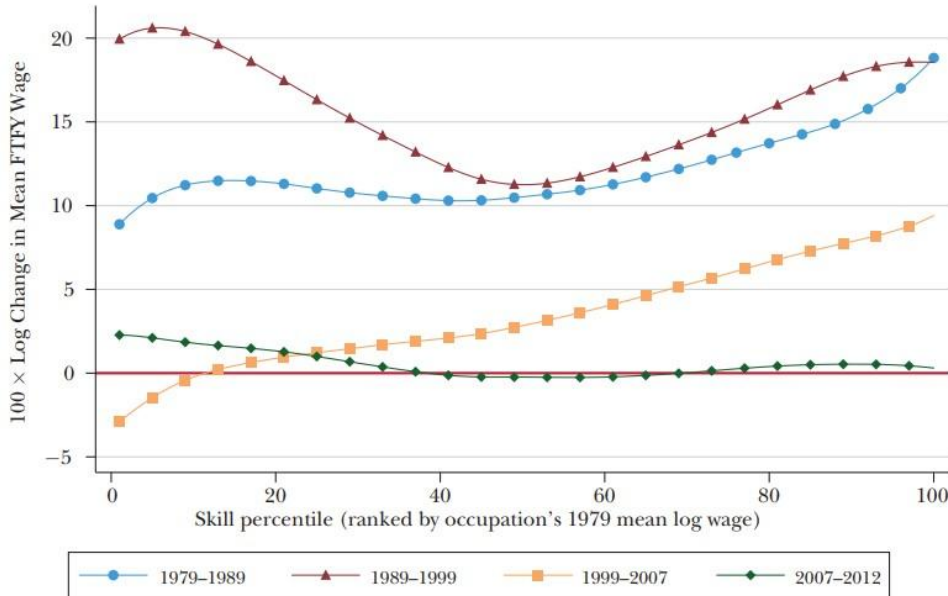


Figure 4 - Source: Processed by Autor (2015) in “Why There Are Still So Many Jobs? The History and Future of Workplace Automation”. Data are based on IPUMS Census data and American Community Survey (1980-2012).

Notes: The figure illustrates the percentage change in average wages by occupational skill percentile, calculated from 1979 to 2012. The percentiles are constructed based on the average wage of occupations in 1979, weighted by employment size. The sample considers full-time workers, aged between 16 and 64.

1.2.2 Criticism and Limitation of the RBTC Model

Despite the RBTC model’s popularity as a mean to understand how technological innovation affects employment, more recent studies have questioned its universal explanatory power. The first weakness concerns the concept of routine itself, often ambiguous and difficult to measure. In fact, according to different studies, routine tasks are often associated to repetitiveness, standardization, lack of autonomy or even to perceived monotony. These indicators are not only inconsistent with each other, but they often fail to capture the key concept of RBTC, that is

the possibility to codifying a repetitive procedure (Fernandez-Macias and Hurley 2017; Acemoglu and Restrepo 2019). Moreover, many indices used in recent studies have been constructed based on U.S. data (e.g., O*NET) and mechanically applied to the European context, overlooking the differences between the two labour markets and employment systems. (Fernandez-Macias and Hurley 2017).

So, from an empirical point of view, the association between routines tasks and occupations, that represent the core concept of the RBTC hypothesis, struggles to adequately represent the European reality. Indeed, the analysis conducted in 23 European countries between 1995 and 2007, by Macias and Hurley (2017), demonstrates that routine tasks are not concentrated in the middle of the occupational structure, as predicted by the RBTC approach, while instead they are more present at the lower end of skill spectrum. This shift implies that their replacement by emerging technologies, doesn't produce a "hollowing out" in the middle-skilled occupations, but rather an occupational "upgrading", with a transition toward more qualified roles (Figure 5). Although some cases of job polarization are observed in countries such as Germany, France or Netherlands, the authors argue that this trend is contextual and not generalizable. As a result, the explanatory power of the RBTC model appears limited, unless it is complemented by more considerations of institutions, sectoral dynamics and national contexts.

In line with this perspective, a more recent contribution proposed by Buzzelli (2025) emphasizes that the main risk associated with automation does not necessary lies in long-scale job displacement, but rather in the deterioration of working conditions among those most exposed to technological replaceability. His analysis of European labour

markets shows a strong correlation of occupational routineness and low-quality employment outcomes, particularly low income and precarious contractual arrangements (such as fixed-term and part-time employment), particularly after the Great Recession. This evidence suggests a “downgrading” of employment quality among mid-skill workers, which reframes the debate: automation appears less a driver of mass unemployment, and more as a factor contributing to economic insecurity and what the author defines as “recalibrated dualization”. Such a perspective is particularly relevant for this thesis, as it provides a crucial link with workers’ perceptions, as the risks of de-skilling, wage stagnation and contractual instability are often felt more directly than the threat of outright job loss.

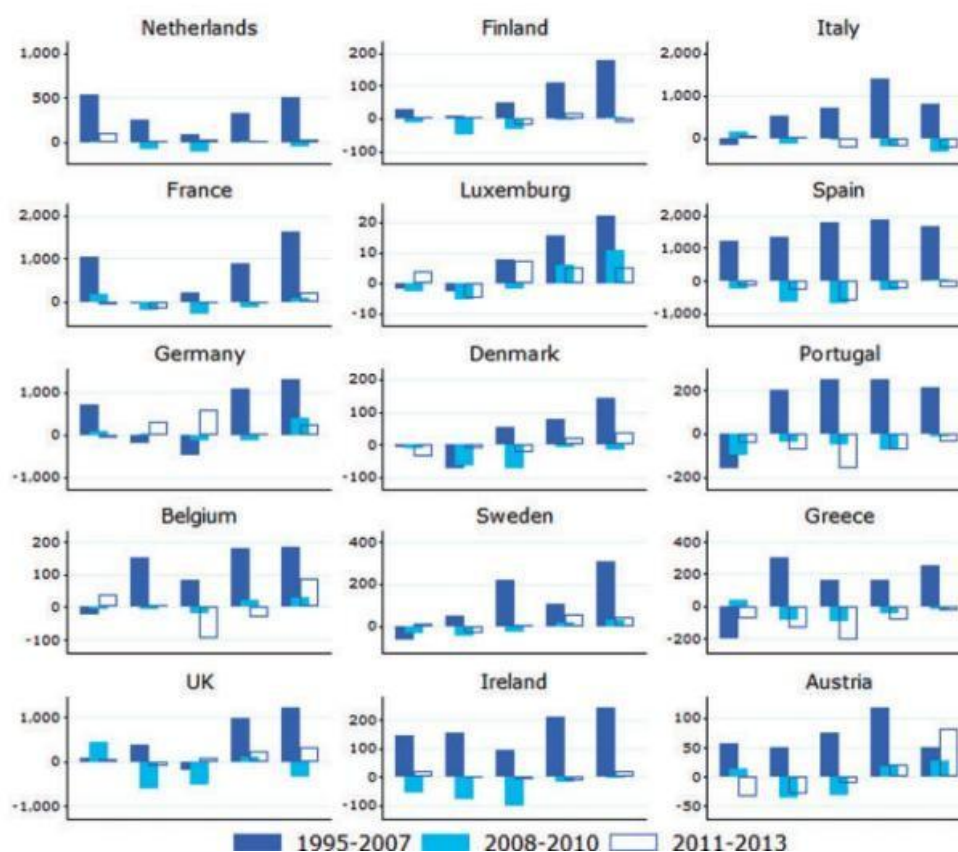


Figure 5 - Source: Fernández-Macias E., & Hurley, J. (2017) “Routine-biased Technical Change and Job Polarization in Europe”.

Notes: The figure shows absolute Employment change by occupation-sector wage quintiles in 23 European countries between 1995-2013. Quintiles are ranked from left (lowest wage) to right (highest wage) based on average wages in the first year of each period.

Another relevant theoretical framework concerning the debate between occupations and automation, is the one proposed by Acemoglu and Restrepo (2019), which starts from the task-based foundation of RBTC, but introduces more complex dynamics. Their work goes beyond the classical division of tasks according to their codifiability, by focusing on the context of “task content of production”: it is not only technologies that change, but also how activities are divided between human labour and capital. The authors identify three main possible and different mechanisms by which technology influences occupations, each of one

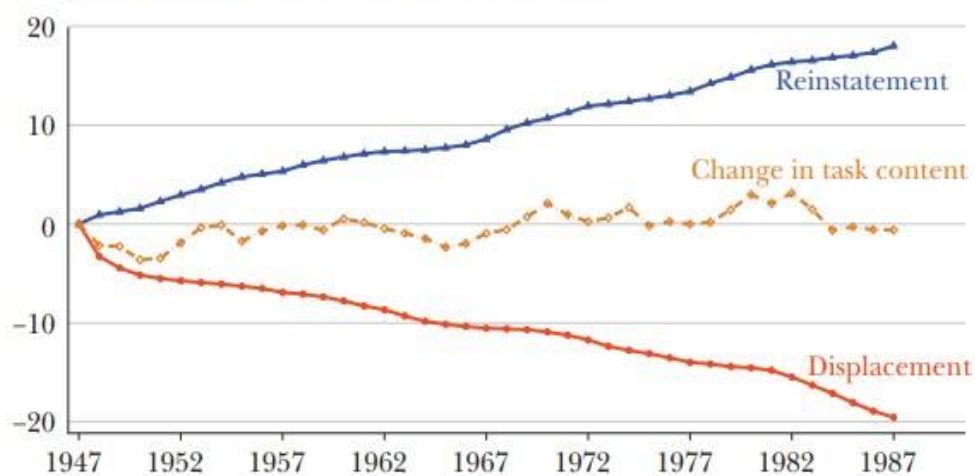
plays a key role in shaping labor demand and the distribution of income between capital and labour.

- Displacement effect: automation allows capital (machines, software, AI) to perform activities previously carried out by humans. This produces a decline in the demand for labour in many sectors and a decrease in the share of value added allocated to workers. An example is the case of the Mechanization of Agriculture in the 19th century, which drastically reduces the number of agriculture workers, or more modern phenomena such as the introduction of automatic checkout systems in supermarkets or face recognition systems in airport controls.
- Reinstatement effect: differently from the previous case, the introduction of new technologies can create new job opportunities where humans have a comparative advantage over machines. This effect may counterbalance the losses caused by automation and increase demand for labor in new sectors and possible wages increase. New professional roles related to data management, cybersecurity, or the development of artificial intelligence algorithms are an example.
- Productivity effect: this refers to the introduction of factoraugmenting technologies, i.e. innovations that increase labour or capital productivity without changing the distribution of tasks. It therefore concerns not only automation, but also the enhancement of human capabilities, as in the case with advanced data analysis tools, digital collaboration platforms or higher performance industrial machinery. The benefits of this effect can translate into higher production with the same input, lower costs,

improved quality of goods and services and sometimes higher wages.

The aim of this approach is not just to offer an alternative interpretation to that of the RBTC, but rather providing a more comprehensive theoretical framework that allows for a systematic analysis of different ways technologies could influence the labour market. In this sense, a crucial point in their study concerns the asymmetry between the displacement and reinstatement effect. According to the data analyzed by the two authors, in recent decades the rate of substitution has outpaced that of new task creation. The two graphs below represent how these two effects have evolved, as well as the net balance between them, for two different historical periods in the US labour market.

Change in Task Content of Production, 1947–1987



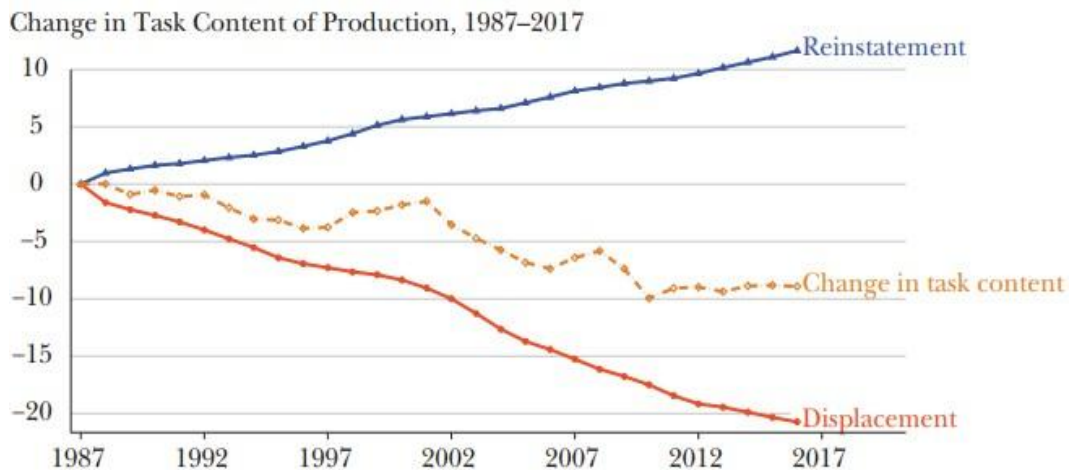


Figure 6 a and 6 b - Source: Acemoglu, D., & Restrepo, P. (2019) in “Automation and New Tasks: How Technology Displaces and Reinstates Labor”

Notes: Comparison of Displacement and Reinstatement Effects in the US Labour Market, from 1947 to 2017

As reported in Figure 6a, during 1947-1987, the reinstatement effect not only counterbalance the displacement ones, but also generated a balanced dynamic in terms of task content, as a demonstration of the fact that it was a period in which innovations were accompanied by the creations of new job roles, from engineering to logistics. By contrast, in the following period (Figure 6b) starting from the 1990s and dominated digital technologies and later by Artificial Intelligence, the situation looks completely different. The effect of substitution of labour accelerates rapidly, while the capacity of the economic system to create new job opportunities slows down, resulting in a negative net balance. This trend has been reinforced by the development of the so called “soso technologies”, that generate small productivity improvements at the cost of job losses. Also, the study of Acemoglu and Restrepo shifts attention to the idea that not all innovations generate widespread value, and not all automation processes bring net benefits: the characteristics of these technologies, their practical application in production processes and the

policies that accompanied them, determine their real impacts. This interpretation is especially relevant to understanding the transition from digital transformations of the 1990s and 2000s to the more recent challenges posed by Artificial Intelligence. Where the debate between displacement and reinstatement becomes even more uncertain.

1.3 What does distinguish Artificial Intelligence from past technologies?

The introduction of Artificial Intelligence (AI) marks a significant turning point in the history of workplace technologies, since it not only broadens the field of potentially automatable tasks beyond those of routine and codifiable nature but also introduce the potential to augment or even generate new ones, reshaping how humans interact with machine and develop new skills.

While previous waves of automation and robotization were mainly “rule-based”, according to the logic: “if X, then Y”, and thus limited to standardized procedures, AI systems rely on “data-driven” learning, rather than being explicitly programmed to perform specific tasks. Those systems produce outputs by identifying patterns in large amounts of data and improving their performance through iterative and continuous training. This shift anticipates the possibility to automate not only repetitive or codifiable activities but also more complex and adaptive tasks, that until now were considered relatively safe compared to automation (Webb 2020).

A crucial distinction lies in the capacity of continuous and adaptive learning. More recent evolutions of Artificial Intelligence, like Machine Learning or Deep Learning, are not programmed for specific tasks, but

instead they are able to improve their performances through experience, as they are exposed to more data overtime. In this sense, AI challenges the limitation of the “Polanyi’s Paradox” (1966), which refers to the difficulty of codifying tacit knowledge into explicit rules. Although Artificial Intelligence cannot literally acquire specific knowledge, it can mimic it: many tasks that human perform automatically without consistent reasoning or the ability to articulate rules (e.g., face recognition, analyze a sentiment or interpreting a tone of voice), can be now replicated by algorithms that infer latent patterns ex post from the data (Brynjolfsson & Mitchell 2017). Another distinctive feature compared to previous technologies concerns the speed and scale of automated decisions. AI systems may process thousands of data and variables over time, providing predictions almost instantaneously, far exceeding human capabilities. However, this advantage comes with new challenges: while human errors often result from fatigue or distraction, algorithmic errors can be generated by distortions or imperfect models (Brynjolfsson & Mitchell 2017; Eloundou et al. 2023) As a result, workers are not absolved from decision-making responsibilities, but they must develop supervisory and interpretative skills to recognize and address potential machine errors. These fundamental differences explain why AI is often perceived as distinct from previous IT innovations: whereas earlier digital tools complemented human work by automating specific routine operations, the current technological progress we are experiencing, introduces the possibility to reshape entire bundle of tasks, by affecting both the cognitive and iterative dimensions of work (Webb 2020; Eloundou et al. 2023).

1.3.1 AI and transformation of tasks: substitution or complementarity?

One of the most debated issues in the literature concerns the dual role of Artificial Intelligence between substitution and complementarity. Scholars adopting a task-based perspective (Autor 2015; Acemoglu & Restrepo 2020), emphasizes the idea that technology replaces tasks but not entire occupations. This suggests that, even in the cases in which tasks are automated, the overall role may change rather than disappear. In terms of replacement, digital technologies and AI expand the frontier of automation beyond routine tasks. Chatbots or predictive systems may reduce the charge of repetitive and standardized tasks, while machine learning applications can speed up reporting and customer segmentation processes. Yet, complementarity effects also emerge: AI excels in limited forecasts, but it remains dependent on human judgment concerning interpretation and strategic decisions making (Brynjolfsson & Mitchell 2017). In marketing analytics, for example, AI helps to individualize correlation in large amount of data, but the definition of commercial strategies still requires managers' intervention (Davenport et al. 2019). Empirical studies, such as the one proposed by Tolan et al. (2021) demonstrate that occupations combine tasks with different automation-exposure levels, generating a "job redesign" rather than a direct substitution. The authors proposed a three-layered framework: at the first level there are tasks, defined as specific work activities performed by individuals. These are connected to a second level of cognitive abilities, more general capacities such as abstract thinking. Finally, abilities are linked to benchmarks, which are standardized tests to evaluate AI performance on those tasks. Their framework highlights

that not all tasks can be directly matched to existing AI capabilities: some activities already have correspondence in benchmarks (e.g., image classification or machine translation), while others remain attached to skills that are difficult to replicate (Figure 7).

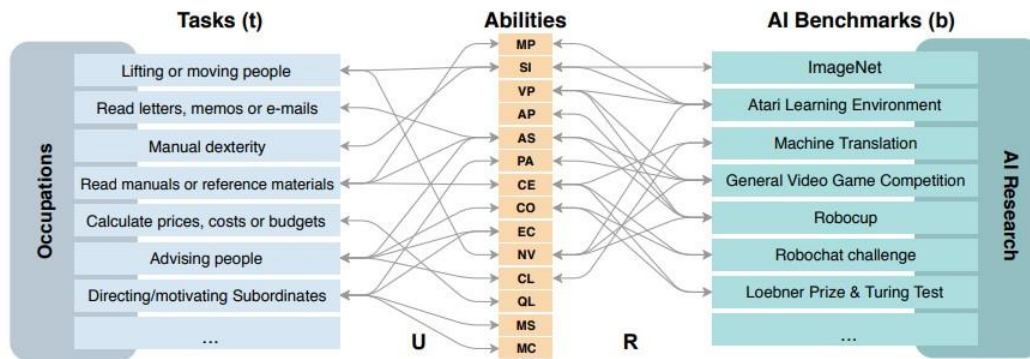


Figure 7 - Source: Tolan, S., Pesole, A., Martínez-Plumed, F., Fernàndes-Macías, E., & Hernández-Orallo, J. (2021) in *Measuring the occupational impact of AI: Tasks, cognitive abilities and AI benchmarks*.

Notes: Illustrative framework mapping occupational tasks to cognitive abilities, and abilities to AI benchmarks. The arrows represent correspondence matrices between tasks and abilities (U) and abilities and benchmarks (R). The model highlights how AI capabilities can be assessed not only at task level but also through the intermediate level of cognitive abilities.

This perspective emphasizes that impact of AI is not binary but gradual: some activities are already replicable, others are partly supported, and others remain deeply embedded in human capabilities. So, what determines the future of the work is the dynamic combination of these three levels. Moreover, Marguerit's (2025) representation of AI exposure across two different trajectories, provides substantial validation of the existing discourse. The first dimension (automation AI) refers to the case in which AI adoption makes human contribution marginal. This occurs especially in jobs dominated by codifiable or dataintensive activities. Examples include automated translation, where human intervention results to be no longer necessary thanks to the fact that AI

systems can manage large volumes of routine texts; or quality control in manufacturing, where image recognition algorithms individualize defects more quickly than operators. The possible negative outcomes of this dimension in labour market terms have already been mentioned in previous sections: reduced demand for certain profiles, wages compression and gradual disappearing of mid-level roles. Differently, the second level (augmentation AI), refers to the situation in which AI adoption can complement human abilities, by handling repetitive components, enable workers to focus on higher-value activities. For example, in medical diagnostics, AI may pre analyze scans to individualize anomalies, but doctors' intervention is still necessary to determine treatment decisions. Instead of reducing employment, this trajectory helps to create new hybrid roles which combine domain expertise with digital skills. The originality of this study consists in demonstrate that automation-AI and augmentation-AI are not mutually exclusive, but they can coexist even within same occupation. This duality suggest that the outcomes of AI adoption depend on organizational choices, more than on intrinsic capabilities of technology: whether firms treat AI as a cost-saving replacement tool or a as a complement that enables new value creation. From this discussion emerge our first hypothesis (Hp.1): the adoption of AI leads to a reorganization of the working condition, reducing repetitive and data-driven tasks while enhancing interpretative and relational ones.

1.3.2 AI and workers' perception

The complementarity between AI and human work does not always generates a qualitative improvement. Gmyrek et al. (2023) emphasize the idea that the introduction of Artificial Intelligence, often leads to an

objective intensification of work: rather reducing the workload, it may require faster responses time, continuous monitoring or the management of more complex tasks, especially in sectors where training support is lacking. These changes may then trigger specific subjective reactions, such as technostress, as well as the fear of substitution (Bicchi et al. 2024), even when actual job replacement does not materialize. Moreover, Haslberger et al. (2024) show that generative AI tends to reduce performance gaps within occupational groups, but not across them: younger and more educated workers retain a clear advantage. This helps to explain why many employees perceive AI less as a direct threat of unemployment and more as a driver of insecurity and segmentation.

So, beyond these direct transformations, the way in which workers perceive, and experience AI plays a crucial role. Gallego et al. (2021), using data from the Spanish labour market, distinguish between objective technological risk – measured through their Routine Task Index (RTI) – and the subjective interpretation of workers. An interesting result of their study is the discrepancy between individual and collective perceptions: while many employees do not perceive automation as a direct threat to their own job, they are more worried about the fact that colleagues performing similar tasks could be displaced. This “perception gap” indicates that subjective interpretation of risk is not only about personal vulnerability, but also how technology may transform entire occupational groups. Moreover, their findings show that only a minority of workers perceived automations as a direct threat to their employment and that those who feel most vulnerable, do not consistently demand for redistributive policies.

However, recent research specifically focused on AI suggests that this relationship between objective exposure and subjective perception is neither linear nor symmetric. Green et al. (2025) distinguish between workers who perceive AI primarily as an opportunity, the so called “AI winners”, and those who perceive it mainly as a risk, the “AI losers”. This distinction implicitly separates a general perception of AI, linked to curiosity, trust and expect efficient gains, from a risk perception of AI, which express a subjective sense of vulnerability and fear of occupational devaluation. Despite the literature specifically addressing AI is still limited, insights can be drawn from studies on previous waves of automation. Similarly, Knotz et al. (2024) demonstrate that even professionals in sectors traditionally considered safe from automation, such as finance or ICT, exposure to AI tools can generate feelings of uncertainty and insecurity. These results indicate that technological anxiety can persist even among high-skilled workers, undermining the assumption that education or expertise automatically shield individuals from automation anxiety.

Taken together, these studies confirm the presence of a misalignment between objective and subjective exposure to AI. Workers in similar roles may interpret technological change very differently, depending on their previous experiences, expectations and perceived control over technology. This misalignment may have relevant implications: it affects how individual engage with AI in their daily work, their willingness to participate in training and innovation, and their trust in decisionmaking process.

Building on this literature, the present research focuses on the micro level, analyzing how subjective reaction to AI emerge in work

environments. Specifically, the next section explores how organizational strategies, in particular training and learning opportunities, can influence these perceptions and help workers integrate AI more confidently and productively into their professional routines.

1.3.3 AI, Training and Organizational choices

The consequences of introducing Artificial Intelligence in the labour market, are strongly influenced by the strategies adopted by firms to accompany this process. In this thesis, the focus is on initiatives designed, financed, and implemented directly by firms to support their employees during technological change, rather than on public policies.

This choice is motivated by the fact that AI is still a relatively recent technologies and, in most European countries, national training strategies dedicated specifically to AI (European Commission, 2020) are not yet fully consolidated. So, consequences on workers' perceptions can be observed at the organizational level, where firm-led initiatives directly shaped how employees experience technological change.

The contrast between company-level and public policies in fact, is particularly relevant in the Italian context. As several INAPP reports (Angotti, 2024) emphasize, Italy is progressively strengthening its investment in continuous training but still lacks a fully coordinated strategy for AI-related consequences. Existing policies are largely channeled through broad-based instruments such as the Fondo Nuove Competenze (FNC) or through the network of Competence Centers and Digital Innovation Hubs launched under the Industria 4.0 plan. While these initiatives promote continuous training and digital literacy, their implementation is often fragmented and rarely focused on AI-specific

competences. In general, the Italian approach to innovation is still primarily oriented toward financial incentives for training (e.g., tax credits, amortization schemes) rather than direct provision of upskilling programs. This contributes to an uneven diffusion of AI-related training across sectors and firms. At the company level, training plays a crucial moderating role in how employees perceive and adapt to AI adoption. As Burgisser (2023) highlights, company level initiatives are more directly connected to workers' daily experiences and to the quality of their jobs. Nevertheless, the effectiveness of corporate training is not automatic: it depends on the type of skills promoted, the resources invested and the extent to which training is integrated with broader organizational strategies.

A central question concerns the type of training that best supports workers during the introduction of AI. The debate often revolves around whether companies training should prioritize general skills, such as problem solving or digital literacy, which enhance workers' adaptability across sectors, or AI-specific skills related to data-driven decision making and the ability to understand how intelligent systems operate collaborate effectively with them.

Recent literature defines AI-specific skills within the broader concept of AI literacy, that is the ability to interpret algorithmic outputs, identify biases, and integrate AI-generated insights into everyday decisions (Cetindamar et al., 2022). Within firms, these competences may include the capacity to manage data-driven processes, supervise automated workflows, and critically evaluate algorithmic recommendations, skills that differ from purely technical coding abilities but are essential to improve human-AI collaboration.

According to the OECD Skills Outlook 2021, skills development in the context of digital and AI transformation can be understood along two complementary pathways. The first concerns general skills, such as problem solving, digital literacy and communication abilities, which strengthen long-term employability and workers' adaptability. The second focuses on AI-related competences, including the ability to understand how algorithms operate, interpret their output and integrate data-driven insights into decision-making processes. The OECD (2021) emphasizes that both dimensions are essential: general skills provide resilience to technological change, while AI-related ones allow employees to engage effectively with the solutions adopted within firms. .

In the automotive sector for example, and particularly in marketing and CRM activities which will be the focus of this work- AI is increasingly applied to analyse customer behaviour, automate segmentation and support personalized communication strategies. Most relevant training initiatives tend to emphasize specific skills, such as: the ability to use specific platforms , interpret automated customer scoring or integrate AI recommendations into campaign design. . At the same time, general competences like critical data interpretation, teamwork and communication skills remain essential, since workers are increasingly required to supervise algorithmic outputs and explain them to nontechnical stakeholders.

The effectiveness of training therefore depends not only on its availability, but also on the type of competences it develops and whether these allow workers to shift away from automatable tasks. Bessen (2018) emphasizes the idea that impact of new technologies on

occupations strongly depend on how demand adjusts. When firms invest in training and enable workers to focus more on high-value tasks, automation may transform rather than replace entire occupations. A well-known example is the introduction of automated teller machines (ATMs): rather than causing mass unemployment of bank tellers, automation shifted their work on customer-oriented services, such as financial product consulting. A similar argument emerges from Brynjolfsson and McElheran's (2016) analysis of data-driven decisionmaking in US companies. The study highlights that companies using digital tools, that have also invested in complementary changes, such as training managers, reorganization workflow and building analytical teams, are the ones which have achieved the greatest productivity gains.

Recent evidence provides confirmation of these mechanisms. Falck et al. (2024), analyzing data from 37 countries, show that participation in training programs reduces the automation risk of workers by about 4.7 percentage points ($\sim 10\%$ of the average risk). Moreover, around 20% of the wage returns from training derives from the fact that workers reallocate their task portfolio towards less automatable activities. Training encourages the adoption of tasks such as negotiation, complex problem solving, teaching and planning, and increases the use of digital skills, suggesting that its effect goes beyond upskilling and actively reshapes the organization of work in a way that complements technology. By contrast, when new technologies are introduced without support, the effects can be problematic. In sectors such as administrative services or customer care, the adoption of digital tools has often led to an intensification of work, characterized by shorter deadlines, increased

monitoring and higher expectations for response times. These dynamics have been shown raise stress levels and reduce workers' autonomy (Gmyrek et al. 2023).

Taken together, these findings highlight that the impact of Artificial Intelligence is never neutral and what makes the difference are the implementation and training choices to support technological integration. Investment in training, reskilling programs and clear communication on the use of technology can transform AI in a tool for enhancing human work: it is not enough to introduce an algorithm, workers must also be enabled to use it effectively.

These considerations suggest that the relationship between training, perception and performance may not be automatic but can be constructed at the organizational level. Confidence and efficiency might increase when workers are enabled to understand and critically interact with AI systems, rather than merely apply them.

Based on this reasoning, this work aims to explore how different forms of training, whether structured or more informal, shape the way employees perceive and integrate Artificial Intelligence into their work. This link is essential to assess whether training can effectively enhance both trust in AI and the ability to use it effectively, or whether its absence reinforces uncertainty and uneven adoption across teams. From this idea, a second hypothesis emerges (Hp.2): The extent and quality of AI-related training provided by firms affect how workers perceive and relate to AI tools. When training is limited or not aligned with daily work needs, workers tend to show lower confidence, reduced sense of control, and more uncertainty into integrate AI into their tasks.

1.4 Towards the case study

In the light of what has been discussed in this chapter, it appears increasingly evident that Artificial Intelligence is not just about a digital innovation, but a force able to transform working conditions. The debate about substitution and complementarity, or displacement and reinstatement effect, suggests that the consequences of technological changes in the workplace, are the result of the interactions between three dynamics: task reconfiguration, workers' perceptions and the AI-related training and re-skilling initiatives offered by firms to help employees to adapt to new technologies

However, despite the growing amount of literature on automation and task-based exposure, there is still limited empirical evidence on how AI concretely reshapes work organization, especially in data-intensive business functions, and how workers perceive these changes. Moreover, little is known about how training and strategical choices moderate this relationship. This constitutes the main gap addressed by this thesis. To explore these questions, the research focuses on the case of Stellantis, exploring how the introduction of AI in data-driven business functions (especially customer data and marketing) is reshaping the organization of work and what are the perceived effects in terms of skills required, tasks and autonomy. While the literature suggests that the introduction of AI automates tasks such as data cleaning or customer segmentation, and at the same time increasing the centrality of interpretative and strategic activities, such as designing marketing campaigns or enhancing customer experience, the balance between substitution and complementarity remains an empirical question.

The automotive sector, and Stellantis in particular, represent a relevant case study for two reasons. First, AI adoption in the labour market is still limited, making it difficult to draw causal and generalizable conclusions at the macro level. It is therefore more appropriate to focus on early adopters, i.e. companies and sectors where AI applications are already being integrated into daily work processes, in order to capture the first transformations taking place. Second, the introduction of the Customer Data Platform (CDP) - a data management infrastructure that collects, unifies, and activates customer information across different sources through AI and machine learning algorithms - within Stellantis, provide a concrete example of how AI-driven tools are reconfiguring both tasks and required competences, creating a fertile ground to observe how these theoretical dynamics materialize within a specific sectoral context.

Chapter 2 - Artificial Intelligence in Marketing and CRM activities

The previous chapter outlined the most important implications and consequences of the advent of Artificial Intelligence in the labour

market, distinguishing between its objective effects, such as the transformation of tasks and job structures, and its subjective effects, which are how workers perceive and experience technological change. It showed that these outcomes depend not only on technological features but also on organizational strategies and workers' expectations. Building on these insights, the present chapter develops the empirical side of the research by analyzing the case of Stellantis, one of the world's leading automotive groups, where AI is being increasingly incorporated into business functions, including marketing and customer relationship management (CRM) activities. The focus on this area is not accidental. While recent discussion on AI in the automotive sector concerns automation in production and manufacturing (Madhavaram et al. 2024), (this study adopts a different perspective: it investigates data-driven and customer-facing processes, where the integration of AI is transforming not only business logic but also the daily organization of work, required skills, and employees' sense of autonomy and control.

Within this context, the adoption of AI-driven tools and the Customer Data Platform (CDP) provides a concrete example of how digital technologies can transform both the internal structure of work and customer interactions.

Starting from the evolution of the CRM systems and the recent introduction of Artificial Intelligence in these activities, the chapter then shifts its focus to the automotive sector, using the case of Stellantis as a case study. In this sense, the development of the CDP represents an interesting research topic: its implementation has already produced measurable effects and ongoing experiments, which offer the

opportunity to observe both the potential benefits and challenges of technological transformation.

2.1 AI in CRM: functions, opportunities, and limitations

The introduction of Artificial Intelligence into Customer Relationship Management (CRM) systems is reshaping the way firms collect, process, and exploit customer information, becoming one of the most significant developments in marketing and customer service practices.

Originally designed in the 1970s to support sales force automation, CRM has progressively evolved into a socio-technical strategy that combines people, processes, and technologies to build and maintain long-term relationships with customers. The rise of digital technologies then expanded this model into Social CRM, which incorporated social media and online platforms as key channels of interaction and cocreation of value (Leandro et al. 2024). Today, the application of Artificial Intelligence and big data analytics marks a significant turning point, enabling CRM systems to become predictive, personalized, and adaptive, going beyond rule-based logic, anticipating customers' behavior, and generating actionable insights in real time.

This evolution fits in the models already discussed in Chapter 1: Artificial Intelligence can automate repetitive and routine tasks, such as data cleaning or lead classification, but at the same time it increases the human role in interpretative and decision-making phases, such as campaign design, insight evaluation or ethical information management (Autor et al., 2003; Acemoglu & Restrepo, 2019). In the specific business area we have mentioned before, workers are typically marketing specialists, data analysts, and CRM managers, whose activities revolve

around the design, execution, and monitoring of customer campaigns. The integration of AI has partially automated technical and operational processes (i.e. customer segmentation, audience selection, and generation of predictive metrics), but has simultaneously expanded analytical and coordination tasks. These professionals are now required to interpret algorithmic outputs, translate data insights into creative and strategic decisions, and collaborate with IT and media agencies to ensure consistency across channels. In this sense, the introduction of AI in CRM can be observed in the redistribution of tasks along the customer journey, shifting from execution to supervision, interpretation, and cross-functional coordination.

2.1.1 The Potential of Artificial Intelligence in CRM systems

A series of functionalities that AI enables in CRM systems has been explored in various empirical studies. Yoo et al. (2024) identify, through a mixed-methods approach that combines text mining of more than 3.000 user reviews and a quantitative survey, four valued features: data-driven decision making, customer-centric personalization, user-friendly interfaces, and task automation. These general functions are complemented by domain-specific capabilities: in marketing, creative content generation or multichannel campaign management; in sales, lead nurturing and sales forecasting; in customer service, ticket tracking or real-time assistance. Taken together, these features highlight the importance of what authors defined as CRM capability, that is the ability to manage customer interactions, upgrade relationships, and win back inactive customers, which in turn enhances firm performance and competitive advantage (Yoo et al. 2024).

Different analyses confirm this idea. Gaidhani et al. (2025) propose an AI-driven predictive architecture that integrates churn prediction using XGBoost (e.g., a predictive model used to estimate the probability of customer churn), sentiment analysis with BERT (e.g., a natural language processing model capable of understanding the tone of texts such as reviews or emails), customer segmentation through K-Means (e.g., a clustering algorithm that automatically groups customers into homogeneous segments), customer lifetime value prediction and conversational chatbots. These tools allow firms to identify at-risk customers, monitor sentiments expressed across multiple channels and activate proactive interventions such as personalized offers or targeted support. Popular sources also highlight the same trends, in particular the use of predictive lead scoring (which attributes conversion probabilities to potential customers), automated customer segmentation (enabled by clustering algorithms), sentiment analysis of emails, chats, and social media interaction, and recommendation engines, are represented as the most widely used tools in practice (Slater-Robins, M., 2025).

These functionalities have a direct impact on business processes: activities that used to require long processing times or manual intervention, such as analyzing reviews or classifying prospects, are now carried out in a few seconds and with greater accuracy. This enables companies to manage large volumes of data and respond to customer needs almost in real time, transforming interaction logic and decisionmaking times (Slater-Robins, M., 2025; Gaidhani et al., 2025).

2.1.2 Organizational capabilities and governance conditions

Beyond technical functionalities, the literature also emphasizes that the success of AI in CRM depends largely on organizational capabilities and governance conditions. Alnofeli et al. (2025) identify, through a scoping review of 64 articles and 24 interviews, three key dimensions of AI-powered CRM capabilities. The first is data management, which includes quality, security, and data governance, considered the foundation of trust in any CRM initiatives. The second is multichannel integration, necessary to ensure consistency and continuity throughout the customer journey. Then, the last one is service offerings, which concern personalization, automation, and the ability to deliver a meaningful experience to customers. In this view, AI-CRM is not considered as a standalone technology, but instead as a set of dynamic capabilities that require digital competencies and managerial practices to generate value.

A complementary contribution is the one proposed by Ledro et al. (2025), which emphasizes how the adoption of AI in this type of system should be accompanied by a complex organizational process, rather than a simple technological update. For this reason, they propose a framework divided into four different phases, considered not as linear steps but as recursive movements, that must be reviewed in the light of technological and competitive changes. The first phase is about planification, that is definition of KPIs, realistic goals, and establishing multidisciplinary teams. This is a crucial moment, since many projects fail due to uncertain objectives or resource unavailability. The second one is the data governance and learning phase, which focuses on centralizing information and developing internal skills. In this sense, the

availability of a secure and compliant with regulatory requirements database is strongly correlated to the implementation of training courses for employees, which also aim to raise awareness of privacy and ethical issues. Then, the implementation and validation phase involves the development and training of models, accompanied by testing such as A/B testing, and the direct involvement of end users. This also includes the necessity to introduce explainability tools, essential to ensure that algorithm decisions are transparent and understandable. Finally, the assessment and scaling phase involves continuous performance monitoring and progressive extension of applications to other functions or markets. With this in mind, these steps represent control mechanisms that distinguish successful implementations from those in which AI remains a solution incapable of produce concrete benefits, due to the evolution of data and competitive environment (Ledro et al., 2025).

Moreover, a particular critical dimension concerns the possibility of guaranteeing strong data security and privacy. As highlighted by Gupta (2024), AI-based solutions enable the adoption of a proactive approach to cybersecurity, identifying potential threats or anomalies and mitigating potential security risks. In this context, the most relevant application regards the real-time threat detection: the adoption of advanced machine learning algorithms, such as Reinforcement Learning or Artificial Neural Networks (ANN), enables the constant monitoring of user behavior, system logs, and access patterns, signaling anomalies before they turn into real threats. So, differently from previous CRMs, which relied on manual checks and ex post interventions, intelligent systems are now able to prevent unauthorized access and defend sensitive data. Thanks to these, firms can now guarantee a better

customer experience, protect data, and strengthen user confidence by taking preventive actions and ensuring compliance with international regulations such as the General Data Protection Regulation (2018).

2.1.3 Limitations, risks and implications

Even though literature highlights multiple opportunities offered by AI adoption in CRM activities, it also stresses that its introduction in this working context is far from risk-free. Although this kind of adoption is in its infancy and growing, approximately 70% of companies do not register tangible improvements in performance. This is mainly due to superficial implementations, a lack of correspondence with organizational processes and an excessive reliance on technology, without a parallel investment in skills and structural adaptation (Yoo et al., 2024).

From a technical point of view, Gaidhani et al. (2025) show that the results obtained in the experimental contexts, such as the 98% accuracy in churn prediction models, are actually difficult to replicate in real business conditions. The presence of legacy systems, the common heterogeneous quality of data, and high infrastructure costs may limit the transferability of such solutions. Moreover, the introduction of complex models often requires levels of expertise that not all companies are able to quickly develop or find.

In addition, drawing attention to the context of privacy and transparency that we mentioned in the previous section, without adequate data governance mechanisms, adopting AI-CRM may expose companies to regulatory violations and undermine customer trust (Alfoneli et al., 2025). Also, the absence of ethics by design, periodic retraining models, or end-user involvement encourages the emergence of algorithm bias

and unclear decisions, which reduce the reliability of systems and solutions adopted (Ledro et al., 2025).

Ultimately, all these critical issues presented so far confirm what has already been faced in Chapter 1: the limitations and risks of AI-CRM do not only derive from technological constraints, but above all from the way in which they are integrated in organizational processes and everyday working life. Their effectiveness strongly depends on governance, transparency, workforce skills and managerial culture, since both employees and managers play a crucial role in ensuring that AI tools are properly interpreted, supervised and aligned with strategic objectives. The lack of either technical competences or organizational guidance can compromise the promised efficiency and personalization. To better understand how these dynamics concretely occur in practice, in the next section we will explore the case of Stellantis as a reference for the automotive sector.

2.2 Artificial Intelligence and Data Management in The Automotive Sector

The automotive sector represents a significant field for analyzing the most important consequences of the introduction of Artificial Intelligence and data management platforms on various marketing models and customer relations. This is because, unlike other sectors, the automotive industry is characterized by an extended and fragmented customer journey that goes beyond the purchase of the vehicle itself and continues over time through multiple touchpoints: from online configuration to dealership experience, from aftersales services to scheduled maintenance, and the growing demand for connected vehicle experiences. Of course, increasing digitalization has made this process

even more complex. According to recent studies, 95% of the car purchasing process begins online, with customers spending an average of over 14 hours researching and comparing models before their final choice. Furthermore, around 63% of consumers are willing to purchase a car entirely online, while 78% of them use third-party platforms to compare models and offers (Sambangi, R., 2025). And that is not all: the same study also highlights concrete results of the introduction of AI into marketing processes. The use of predictive models has increased sales closure rate by up to 37%, accelerated average conversion times by 25% and reduced churn by 45%, with a parallel 50% increase in lead conversion and a 60% increase in engagement thanks to AI-driven campaigns.

Literature on data management in the sector emphasises the real role of digital technologies, and CRM systems enhanced by big data analytics. Recent crises in the sector, including the COVID- 19 emergency and the transition towards electric vehicles, have accelerated the digitalization process of car manufacturers by 65%, moving them to shift 40% of their advertising budget to digital channels, and to integrate traditional dealers into a global information ecosystem. Moreover, the use of CRM and data platforms has improved not only personalised communication, as for example in the promotion of electric vehicles, but also relevant KPIs, with a higher conversion rate (+2.5% compared to traditional processes), greater loyalty, and a reduction in operational costs due to process standardization (Hu & Basiglio, 2023).

That said, this sector is increasingly becoming an experimental laboratory for advanced data management techniques and personalization of customers' interactions. This scenario fits the case of

Stellantis, as it attempts to adopt an innovative approach through the implementation of the Customer Data Platform to enhance customer data alongside the customer journey.

2.2.1 Context: The Case of Stellantis

In light of what has been said so far, Stellantis represents a rather valid case to analyse the impact of innovative technologies and data platforms in the automotive sector. Born in 2021 from the merger between Fiat Chrysler Automobiles and PSA, today the group is one of the world's leading car manufacturers with a portfolio of 14 brands including Fiat, Peugeot, Opel, and Maserati.

Regarding current technological progress, the possibilities that the company offers to its customers are remarkable. In fact, Artificial Intelligence is already sufficiently integrated in Stellantis vehicles, examples are: the voice assistant supported by ChatGPT (for directions and recommendations), route planning for electric vehicles and MistralAI, a real-time assistant that provides technical support and brand-specific advice. These investments demonstrate the necessity for the company to accelerate efficiency, performance and customer-focused innovation.

The presence of mixed targets distributed across different markets has made it necessary for Stellantis to develop tools capable of managing and unifying data from dealerships, digital platforms, aftersales services, and connected applications, transforming them into actionable insights in real time. For this reason, the company has started a relevant digital transformation by putting customers at the center of its strategy. In fact, the advent of the Customer Data Platform and its growing integration into work activities represents a focus point: it is not just about bringing

together fragmented information, but also about activating more personalised and centralised campaigns, with a direct impact on performance and customer trust.

For this thesis, the analysis of this case is particularly relevant, as it allows us to observe how the adoption of digital solutions in a complex and competitive sector can redefine not only marketing processes, but also the way in which the company interacts with customers throughout the entire product life cycle.

2.2.2 The Customer Data Platform: definition, data sources and limitations

The Customer Data Platform (CDP) is a software solution designed to collect, consolidate and activate customer information across multiple tools and contact channels, offering firms a persistent view of their customer base. Different from the traditional CRMs, which are focused on recording interactions and operational relationship management, and from DMPs (Data Management Platforms), which are oriented towards anonymous data and cookies for advertising, CDP plays a broader role by unifying known and unknown data from multiple touchpoints to build a comprehensive, real-time customer profile (Oracle 2024; Salesforce 2024).

The set of data sources managed by a CDP is particularly extensive. According to Oracle (2024) the platform includes: behavioural data (e.g., actions taken on a website, applications or other channels such as live chat or digital assistance); transactional data (e.g., online purchases or order history); data from CRM systems (customer personal information); offline data (collected at sales point or through physical

dealers); product and usage data (in the automotive sector, vehicle connectivity, maintenance, aftersales services). Once collected, these data are integrated into a single customer profile, which becomes accessible to different company departments and can be used for marketing and customer care actions across multiple channels (Salesforce, 2024).

However, despite several advantages, traditional CDPs may have several limitations: its often difficult to adapt their features to specific needs; development costs are often required to integrate them with other systems; sometimes they involved vendor lock-in risks, limiting technological choices; and, very often , they provide generic insights that do not allow for the personalization of individual customer experience (Material, 2024).

These critical issues can be overcome with the adoption of Artificial Intelligence, which transforms CDPs from data integration tools into real predictive engines, enabling flexibility and personalization potential.

2.2.3 AI-augmented CDPs: custom algorithms and added value

The adoption of personalized algorithms that relieve machine learning and predictive modelling techniques can improve user experience and engagement by providing personalized offers, promotions or advertising, estimating customers' churn rate, or their propensity to purchase. In essence, these types of AI/ML algorithms help to predict user behaviour, enabling companies to adapt their strategy, improve targeting and enhance customers' knowledge (Material 2024).

Recent research underlines how AI can address some of the most important weaknesses of traditional CDPs. Althati et al. (2024) show that the advent of advanced machine learning models significantly

improves data integration and governance, reducing the risk of inconsistencies and poor data quality. AI techniques allow for more accurate data integration, automate cleansing, and embed rules that ensure compliance. In this way, the platform can validate data continuously, improving the insight derived from it.

CDPs also benefit from AI-based engineering in terms of their scalability and resilience. Shivampeta (2025) demonstrates how the adoption of event-driven architectures and multi-cloud implementations enables the quick management of thousands of events every day, ensuring real time personalization across multiple channels. In sectors such as the automotive, in which a single user may interact through dealers, digital platforms and connected vehicles, identity resolution plays an important role. In fact, by combining probabilistic and deterministic matching techniques, AI-powered systems improve cross-channel attribution accuracy and increase conversion rates.

The figure below summarizes this transition by comparing the constraints of standard CDPs with the advantages of AI-enabled custom algorithms. While traditional platforms often face challenges of costs, rigidity and flexibility, AI solution offer multi-source data unification, vendor independence and dynamic segmentation, improving targeting and customer understanding (Material, 2024).

CDPs	AI-enabled custom algorithms
A predefined set of features without the flexibility to integrate external components	Collect, process and analyze data to create comprehensive customer profiles
Can require costly custom development to connect with other systems	Create a unified ecosystem by consolidating data from multiple sources and maximize the value of existing tech stack
Limited flexibility due to vendor lock-in	Foster vendor independence, allowing businesses to choose the best tools for each aspect of their data management strategy
Riddled with high associated costs due to bundled features and limited customization options	Employ a cost-effective approach by integrating only necessary components
Offer limited insights to personalize experiences to individual tastes	Provide highly targeted and data-driven CX

Figure 8 - Source: Material (2024); Unlocking the Power of AI in Customer Data Platforms.

Notes: Comparison between traditional CDPs and personalized algorithm based on AI. The figure compares the limitations of CDP with the advantages of the AI-enabled custom algorithms.

Therefore, the CDP emerges as a strategic infrastructure that data, ensures consistency and compliance in data management, and, when combined with AI algorithms, it enables faster and more personalized campaigns. With the adoption of these custom algorithms, CDP not only unifies and standardized information, but it also anticipates behaviours, personalized experiences and reinforces organizational responsiveness in dynamic data-driven markets.

However, beyond predictive modelling, several studies highlight the disruptive role of Generative AI in CDPs, raising new concerns. Dhoni (2023) emphasizes that generative models can enrich customer data, simulate alternative customer journeys, and propose targeted recommendations or tailored advertising materials. At the same time, these possibilities raise numerous doubts and critical questions regarding bias, transparency, and ethical use of customer information.

2.2.4 Use cases and results at Stellantis

The growing interest in the Customer Data Platform and its recent adoption at Stellantis provides tangible evidence of how AI-augmented CDPs can generate measurable business value. This is due, as we have already said, to the need to consolidate fragmented information from dealers, digital platforms after-sales services and connected vehicles, in order to personalize interactions and increase the efficiency of marketing investments.

The CDP aggregates multiple sources (CRM, transactional and external data, web navigation), creating a unified customer profile and activating audience across CRM, media, and CRO (Conversion Rate Optimisation) platforms. Performance and ROI monitoring support a continuous improvement loop that transforms raw data into actionable insights (Figure 9).

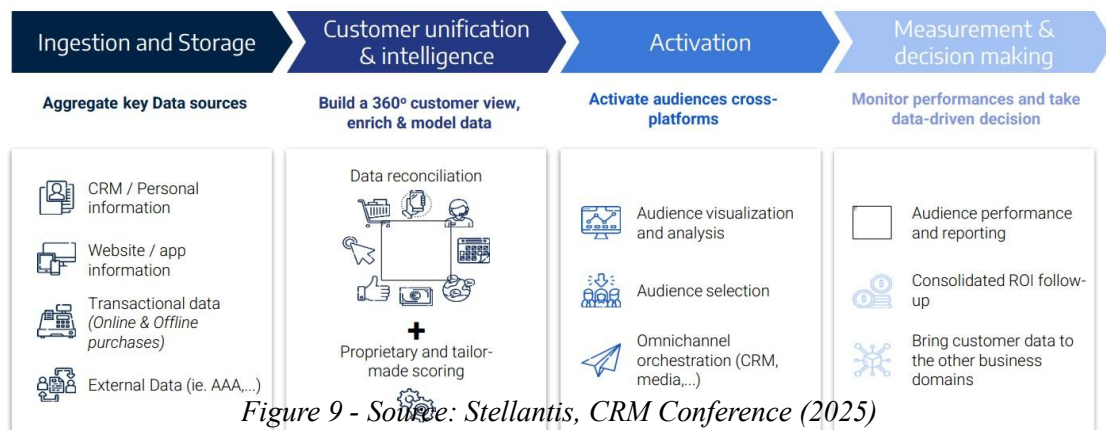


Figure 9 - Source: Stellantis, CRM Conference (2025)

Notes: The figure shows the end-to-end functioning of Stellantis' CDP. From ingestion and data storage to audience activation and performance measurement, this image highlights the role of CDP as an integrated infrastructure that supports omnichannel strategies.

Beyond individual campaigns, aggregated results demonstrate the scalability of CDP: in 2024 the platform generated €12 million of incremental value across 18 pilot activations, and by August 2025 it had already exceeded €8 million, with a total of €14 million expected by the end of the year (Stellantis, 2025).

At the core of the operation of a Customer Data Platform, lies the creation of a 360° customer profile, which represents the foundation of every predictive model and activation strategy. For the Stellantis case, this includes the aggregation of personal information, vehicle ownership details, behavioural data from digital channels and transactional history, thus providing a complete view of the customer across all touchpoints (Figure 10).

A large spectrum of data has been ingested and modelled in the CDP progressively building a 360° customer view

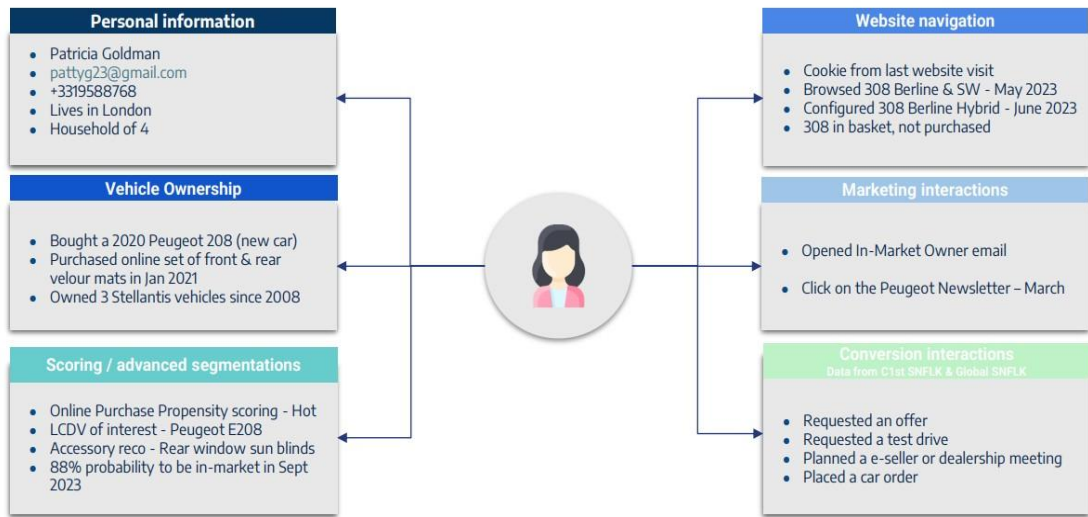


Figure 10 - Source: Stellantis, CRM Conference (2025)

Notes: The figure shows how Stellantis aggregates heterogenous data, such as personal information, vehicles ownership, website navigation and conversion story, into a single unified profile.

This view helps the company not only to standardize and reconcile fragmented datasets, but also to adopt several machine learning models capable of estimating future behaviors and predict customer needs. In this sense, the CDP operates both at the level of data foundation and the activation engine for predictive campaigns. The aim is, of course, to “deliver the right message to the right customer at the right moment through the right channel”.

In this regard, Stellantis proposed a roadmap of four machine learning models (Figure 11) embedded in the CDP, designed to oversee different stages of the customer journey and transform data into concrete predictive actions. These models cover repurchase forecasting, lead qualification, customer retention, and online purchase propensity analysis, making CDP a data-driven decision engine.

	 In-Market	 Lead Scoring	 Churn	 Purchase Propensity Scoring
Who do we score?	The vehicle owners	The profiles who have made a web lead in the last 3 months	The vehicle owners	The engaged web visitors in the last 3 months
Description	Identify vehicle owners that have higher propensity to buy a new vehicle (from the same brand) within the next 6 months	Assess the probability to buy a vehicle in the 3 months following their online lead	Identify vehicle owners that have higher propensity to churn (buy a vehicle from a Stellantis competitor) in the next 12 months	Assess the probability to buy a vehicle (online or offline) within the next 3 months , using their past 3 months of web activity
Model output vision	RTU segmentation: - Vehicle owners highly In Market (top scored) - possibility to select quantile (ie. top 30%)	RTU segmentation: - Web leads with low propensity to convert - Web leads with high propensity to convert	RTU segmentation: Vehicle owners highly to churn (top scored)	RTU segmentation: - Web visitors with a low propensity to buy vehicles - Web visitors with a medium propensity to buy vehicles - Web visitors with a high propensity to buy vehicles

Figure 11 - Source: Stellantis, In-Market Kick-off (2024).

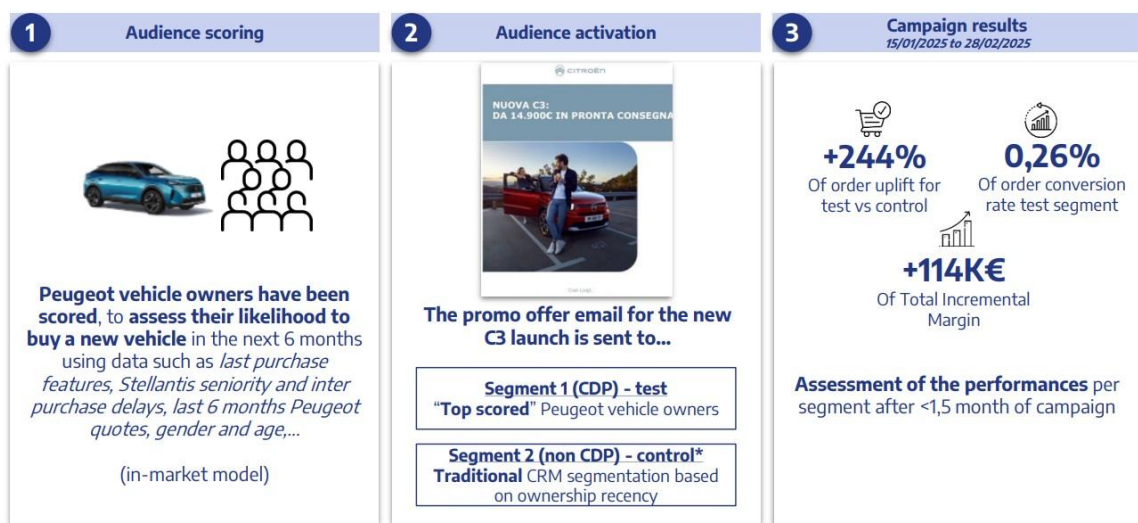
Notes: The figure shows the four possible ML models integrated into the Stellantis CDP, covering: repurchase (Owner In-market), conversion (Lead Scoring), retention (Churn) and digital engagement (Purchase Propensity Scoring).

2.2.4.1 Owner In-Market model

A key use case within this roadmap is the Owner In-Market model, which was the first machine learning application tested across Stellantis' CDP, particularly in CRM activities. The purpose of this model, as mentioned above, is to identify existing vehicle owners with the highest probability of purchasing a new car, of the same brand, within six months, thus allowing the company to target only those customers most likely to engage in a new purchase.

The model integrates a wide range of data sources: CRM information such as Vehicle Identification Number (VIN), last purchase and maintenance history, socio-demographic attributes, and digital signals including newsletter openings, configurator visits, and quote requestion over the previous month. These inputs are then processed within the CDP and transformed into predictive scores, that classify customers according to their repurchase likelihood. The activation of these audiences occurs across different channels, including Salesforce (CRM), Meta, Google Ads and CRO platforms such as Dynamic Yield. To validate its effectiveness, the company systematically compares the CDP audience against traditional segmentations (non-CDP) based on ownership recency.

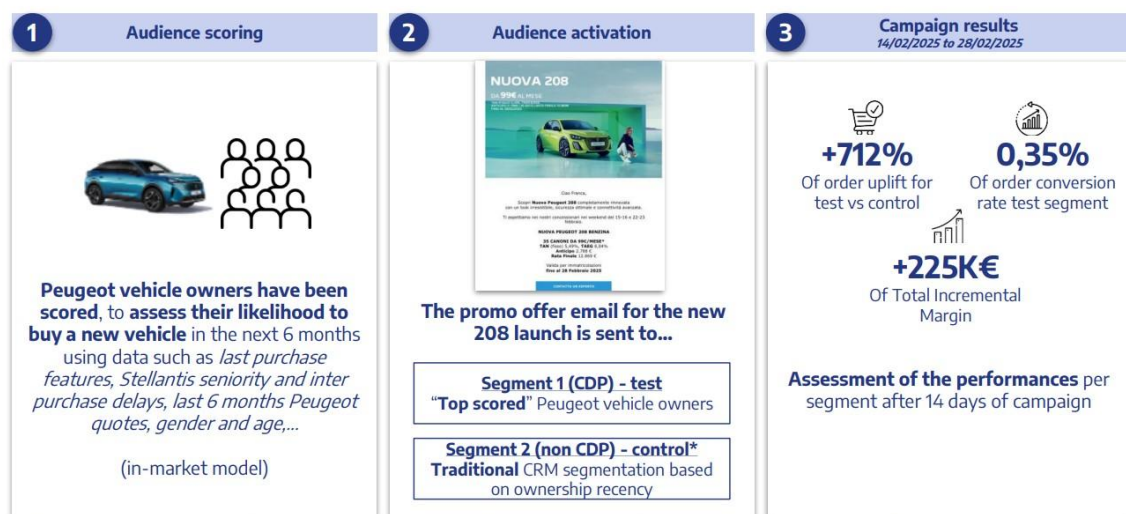
Looking at the Italian market, testing campaigns in early 2025 yielded positive results: Citroen achieved a +244% uplift in orders (conversion rate 0,26%) and an incremental margin of €114k, while Peugeot reached +712% uplift (conversion rate 0,35%), with incremental margins of €225k compared to the control groups (Figures 12 and 13).



*The control group can be either a regular campaign or an audience whitelist / If the control group has not been properly set-up, an average uplift will be taken into account

Figure 12 - Source: Stellantis, CDP Q1 Results on In-Market Activations (2025).

Notes: Steps and results of the application of CRM campaigns using CDP in-market audience on Citroën brand, for the launch of new C3 (Italy,2025).



*The control group can be either a regular campaign or an audience whitelist / If the control group has not been properly set-up, an average uplift will be taken into account

Figure 13 - Source: Stellantis, CDP Q1 Results on In-Market Activations (2025).

Notes: Steps and results of the application of CRM campaigns using CDP in-market audience on Peugeot brand, for the launch of new 208 (Italy,2025).

Additional evidence comes from Fiat, where the In-Market model achieved a sixfold increase in conversion compared to control groups. The campaign targeting CDP audiences achieved a conversion rate of

1.2%, compared to 0.2% for the control groups, with 375 orders against 56 (Figure 14). All this evidence demonstrates the validity of predictive segmentation across different brands and markets.

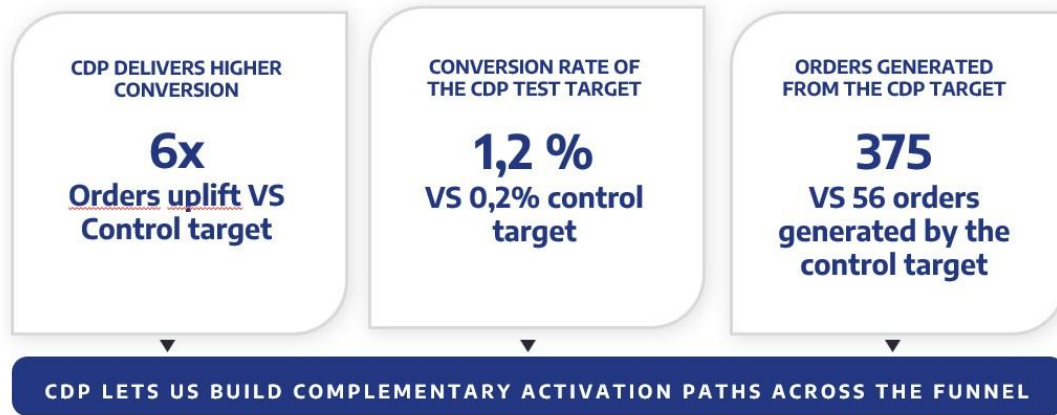


Figure 14 - Source: Stellantis, CDP & CRM Strategies- Drive value in Q4- Fiat IT example

Notes: CDP use case results: real impact on conversions

Beyond quantitative metrics, the company monitors qualitative KPIs to evaluate the engagement. As shown in Figure 15, the CDP audience achieved higher open rates and improved click rates, while unsubscribe rates remained stable.

AC IT			AP IT		
KPI	CDP - In-Market CDP	Traditional Segment NOT CDP	KPI	CDP - In-Market CDP	Traditional Segment NOT CDP
Total Unique Reach (emails delivered)	13.661	14.374	Total Unique Reach (emails delivered)	16.278	23.198
Unique Opens	4.562	3.839	Unique Opens	4.962	4.833
Open Rate	33,39%	26,71%	Open Rate	30,48%	20,83%
Unique Clicks	467	375	Unique Clicks	63	62
Click Rate	3,42%	2,61%	Click Rate	0,39%	0,27%
Unsubscribes	17	10	Unsubscribes	11	16
Unsubscribe rate	0,10%	0,10%	Unsubscribe rate	0,10%	0,10%
Volume of Orders	36	11	Volume of Orders	57	10
Conversion Rate to Order	0,26%	0,08%	Conversion Rate to Order	0,35%	0,04%
Uplift in Order Conversion (pp)	244,35%		Uplift in Order Conversion (pp)	712,31%	
Incremental Orders	26		Incremental Orders	50	
Average Stellantis Net Margin	4.500 €		Average Stellantis Net Margin	4.500 €	
Total Incremental Margin	114.955 €		Total Incremental Margin	224.924 €	

Figure 15 - Source: Stellantis, CDP Q1 Results on In-Market Activations (2025).

Notes: The figure reports a comparison between CDP and non-CDP segments for Citroën (AC IT) and Peugeot (AP IT) campaigns, showing an improvement not only in conversion and margin but also in engagement.

These results confirm that CDP-based campaigns are not only effective in terms of conversion and revenue, but also relevant and respectful of the customer relationship, reducing message fatigue and strengthening trust. Moreover, the comparisons between these two brands confirm that the impact of this predictive targeting depends on contextual factors such as the type of vehicle launched, audience size or digital engagement level, but it could consistently outperform traditional methods or at least improve upon them.

A complementary analysis compared the performance of the CDP audience with traditional segmentation, such as Owner +4 (which identifies owners of a specific vehicle for more than 4 years). Although CDP ensured great accuracy and conversion, traditional segments still provided higher volumes. The most effective strategy therefore, emerges from the integration of CDP and traditional targeting, which combines accuracy and reach.

2.2.4.2 Lead Scoring model

Following the positive results of the Owner In-Market model, Stellantis extended the predictive framework to additional machine learning applications, among which the Lead Scoring Model represents one of the most relevant.

Different from the In-Market model, which focuses on existing vehicle owners, Lead Scoring targets web visitors who generated a lead in the

previous three months from the data of the campaign, for example by requiring a quote, booking a test drive or visiting the configurator. Then, the model evaluates navigation and behavioural data from these visitors (e.g., time spent on the configurator, type of request, number of interactions across channels) and assigns to each lead a probability of conversion. This classification enables the sales force to allocate resources to the most promising prospects and reduces effort on lowquality lead, by classifying contacts as “hot” (high probability of purchase) and “cold” (low probability of purchase).

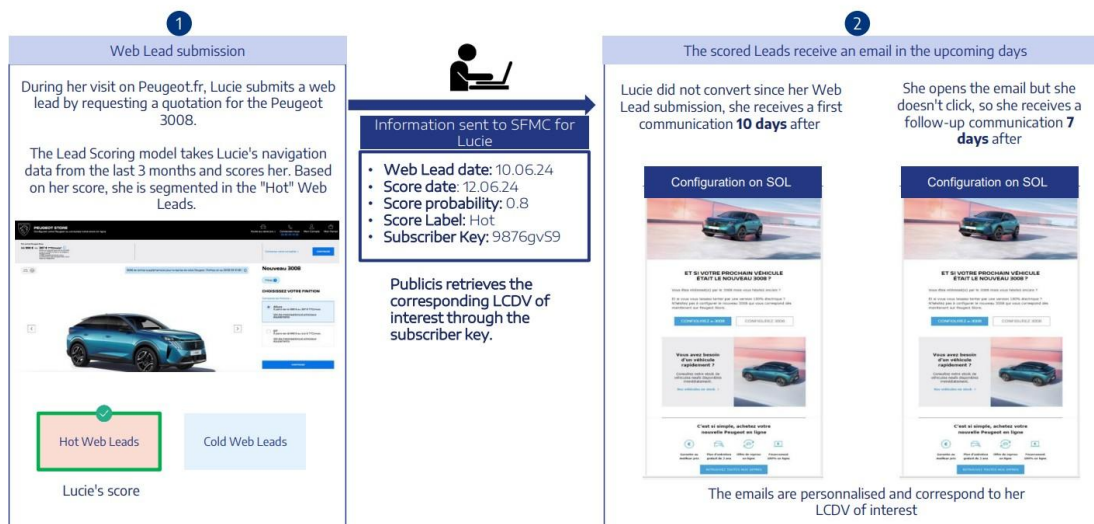


Figure 16 - Source: Stellantis, CDP (2024)

Notes: The figure illustrates the entire process of generating of a lead. The visitors are scored as “hot” or “cold” and then targeted with different campaigns, including personalised offers in line with the visitors’ LCDV (Line of Customer Digital Value).

The activation is then managed through CRM and personalised email campaigns. As shown in Figure 16, when visitors classified as “hot leads” request a quote but do not convert, they automatically receive follow-up communications with specific offers. Cold leads, conversely, receive a different communication aligned with their engagement level.

Between July and October 2024, Peugeot (FR) implemented this approach, generating €201K of incremental revenue and 45 additional sales compared to the control group without email communication (Figure 17). This test confirms the value of predictive segmentation in improving conversion and reducing redundant communication, ensuring that prospects will receive messages aligned with their level of interest.

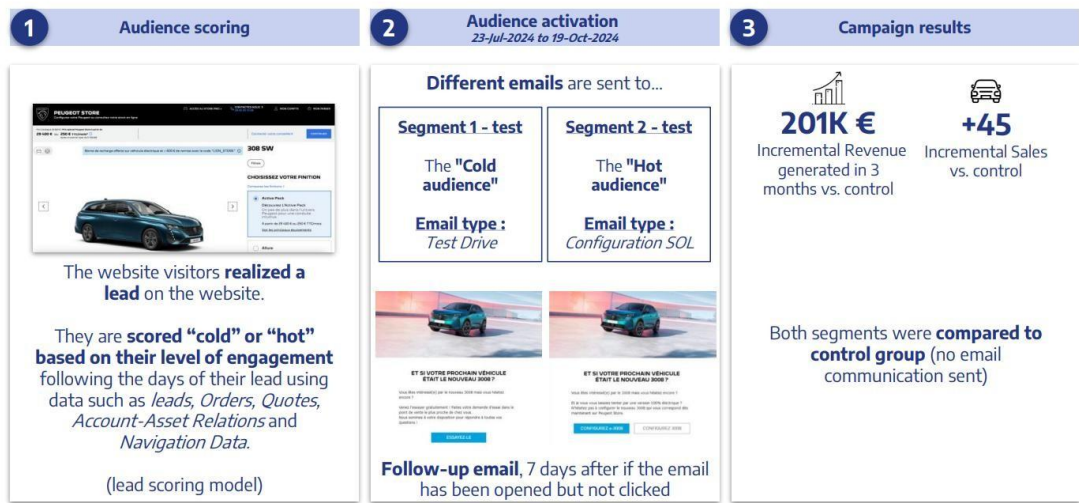


Figure 17 - Source: Stellantis, Customer Data Platform for CRM Activations (France, 2024)

Notes: Performances and results of the CRM campaigns using the CDP audience, compared to the traditional control group

2.3 How work is changing: roles, responsibilities, and skills

The transformations described in the previous sections show that the introduction of Artificial Intelligence in CRM activities does not simply involve the automation of technical processes, but a broader reorganization of work. In the case of Stellantis, the implementation of the Customer Data Platform illustrates how AI-driven tools act as a catalyst for structural and cultural changes, redefining responsibilities, required skills, and modes of collaboration.

Rather than replacing workers, these technologies modify the nature of their tasks, expanding their decision-making autonomy and increasing interdependence between human and algorithmic agents. The central challenge is no longer performing a specific operation, but understanding and supervising automated systems, interpreting their outputs, and integrating them into strategic and creative processes.

A concrete example can be found in the Owner In-Market model described earlier. Before the introduction of the CDP, CRM specialists and campaign managers primarily relied on static customer lists and manual segmentation, often built through periodic data extractions. With the adoption of AI-powered scoring and predictive modelling, part of this process has been automated: algorithms now identify customers with the highest probability of repurchase or engagement. However, human intervention remains crucial. Marketing teams must validate the accuracy of these predictions, define campaign thresholds, interpret anomalies, and design creative strategies based on algorithmic insights. This shift has turned CRM roles from operational to analytical and strategic functions, requiring data literacy, critical thinking, and the ability to translate technical information into actionable marketing actions.

Overall, the case of the Stellantis suggests that the integration of AI in CRM activities has influenced different stages of marketing and data management processes, leading to a gradual redefinition of roles and competences. Automation has reduced the weight of repetitive operations, such as manual data extraction, customer segmentation, and reporting, while expanding analytical and coordination tasks. CRM and marketing specialists now spend less time on technical execution and

more on interpreting algorithmic outputs, validating predictive audiences, and translating data-driven insights into strategic and creative actions. Collaboration with media agencies and other internal teams has become more frequent and interdependent, as campaign results are continuously monitored and adjusted. These developments suggest that AI is contributing to a gradual shift in work organization, where operational efficiency increasingly depends on interpretative and relational skills. However, the extent and implications of this shift remain to be understood. The following chapter will therefore examine how these transformations are perceived by workers themselves, testing whether automation truly enhances interpretative and relational dimensions.

2.4 Final considerations and open challenges

Rather than offering a definite conclusion, this chapter draws some reflections emerging from the Stellantis case and highlights the directions in which AI-augmented CDPs are still evolving. The case study and the marketing campaigns analyzed so far emphasize the potential of Artificial Intelligence in CRM activities and, more precisely, the role of the Customer Data Platform in the automotive sector. Stellantis' experience confirms that CDPs, when augmented with AI, can be considered not just as repositories of customer information, but moreover as predictive infrastructures capable of anticipating behaviors, personalizing campaigns and improving efficiency and providing empirical evidence of how digital tools can create business value.

However, these successes should not hide the complexities that may arise. First, the efficiency of these tools strongly depends on the data

integration and quality. The significant number of sources used by AI-augmented CDPs must be cleaned, reconciled and constantly updated. As already stressed in Chapter 1, since AI systems operate and train on data provided to them, without robust governance and clear standards, the predictive accuracy of these kinds of models could be compromised. Also, the investments in competences and organizational alignment required by AI-driven CRM solutions represent an issue that should not be underestimated: predictive models cannot be effective if the employees in charge of their implementation and management are not able to interpret their outputs, adjust strategies or even assess algorithmic suggestions.

That said, it is important to emphasize that the CDP implementation is far from definite. As emerges from the case of Stellantis, this introduction continues to evolve through ongoing testing and refinement, from the current retargeting of customers to the future possibility of acquiring new ones. The roadmap for 2025 includes initiatives such as reactivation of traditional targets, always-on journey, activation of engaged audiences and the integration of CDP data with prospecting strategies. The platform therefore, remains a work in progress, constantly retrained and adjusted to maximize conversion and adapt to new market conditions.

In sum, Stellantis' adoption of CDP illustrates both the challenges and promises of AI in CRM: the platform generates clear benefits in terms of efficiency, but its performance is conditioned by governance, competencies, and strategic choices. For this reason, it should not be seen as a general technological update, but as a part of a broader

organizational transformation that still requires continuous experimentation.

The next chapter will move from the technological to the human perspective, exploring how the adoption of Artificial Intelligence in CRM activities impacts work organization. Through interviews with digital specialists and partner agencies, it will analyze changes in tasks, emerging skill gaps, and the perceptions of AI in terms of trust, autonomy and control. These considerations are essential to understand that the value of AI in CRM does not lie only in the algorithms it deploys, but in the way workers and firms integrate them into everyday practices.

Chapter 3 - Methodology and analysis

3.1 Methodology

Considering what has been discussed so far, the methodological design of this research stems from the need to understand how Artificial

Intelligence is transforming not only the structure of work but also the subjective experience of those who inhabit it daily.

In virtue of what has already been analyzed in the previous chapters, the study adopts a qualitative approach aimed at exploring the intersection between technological change and human interpretation within the context of Stellantis and its partner agencies.

Such an approach appeared the most appropriate given the still limited adoption of AI-based systems within the organizational context and the preliminary nature of the phenomenon and the aim was therefore to explore the subjective and situated dimensions through which professionals experience and interpret the early stages of technological integration, particularly those integrated in Customer Data Platforms (CDP) and CRM workflows, and to understand how these systems begin to reconfigure daily practices, professional identities and forms of autonomy.

Starting from these elements, this follows the semi-structured interview format, selected as the primary data collection instrument, was developed on the basis of the analytical framework and hypotheses established in the theoretical chapter. The structure of the questions was therefore intended to deepen and contextualize the key dimensions already identified in the literature, namely task transformation, skill evolution, and workers' perceptions of autonomy, trust, and control.

Underlying this evidence, the decision to focus on the case of Stellantis emerged from its pivotal position within the automotive industry, indeed, the company's integration of AI within CRM and marketing operations, through tools such as predictive segmentation, automated content optimization, and lead scoring, offered an ideal terrain to

explore both the operational and emotional dimensions of innovation and, moreover. The coexistence of internal digital teams and external communication agencies (Publicis Groupe, Starcom, and others)

Of course, the sampling process followed a criterion of theoretical diversity rather than statistical representation and, for that, twelve professionals were selected, each with a distinct role within the CRM and digital ecosystem was deliberately incorporated into the research design, as it offered the opportunity to compare how distinct organizational cultures, one corporate and hierarchically structured, the other agency-based and project-oriented, respond to the same technological stimuli. It indeed provided a valuable contrast between two complementary ecosystems of work which are the internal teams of *Stellantis*, where AI integration follows standardized processes and governance, and the partner agencies, where experimentation and creative autonomy prevail.

The sampling process was guided by a task-based rationale, focusing on roles most directly exposed to AI integration rather than aiming for statistical representation. Indeed, the twelve professionals selected therefore reflect areas where automation and data-driven systems have most visibly transformed work routines, spanning from data analysis and campaign automation to content creation, strategy, and media planning.

The 12-person group included project managers, strategists, media planners, SEO specialists, brand leads, and digital marketers, encompassing both *Stellantis* employees and collaborators from partner agencies, ranged from junior profiles, such as interns and assistants recently exposed to AI adoption, to senior managers with over a decade

of experience in marketing and CRM, ensuring a multi-voiced exploration of the phenomenon, capturing generational contrasts, different levels of expertise, and varying degrees of technological confidence.

From this, the data collection process was conducted between June and October 2025 and all interviews were carried out in Italian, in order to preserve the participants' natural expressive register and facilitate a deeper articulation of thoughts and emotions.

Considering the form and structure of each interview, it lasted between thirty and forty-five minutes and followed a semi-structured guide composed of ten open-ended questions, covering three main dimensions, which are changes in tasks and work organization after AI introduction, evolution of skills, training, and learning processes, and, finally, perceptions of trust, autonomy, and control in the interaction with AI systems.

Questions were intentionally phrased in plain and accessible language to stimulate genuine reflection rather than rehearsed corporate discourse and all the interviews were recorded with consent, anonymized, and subsequently transcribed verbatim for analytical purposes.

We need to say that since the research aimed to privilege interpretation over quantification, the analytical process followed the logic of Thematic Analysis (Braun & Clarke, 2006), a method particularly suited to identifying recurrent patterns of meaning across qualitative material.

For that reason, after a phase of familiarization with the transcripts, each interview was coded line by line, isolating significant expressions, metaphors, and recurrent concepts related to the two central

hypotheses. The first concerned the reorganization of working conditions, with AI reducing repetitive and data-driven activities while enhancing interpretative and relational ones while the second focused on the moderating role of training, examining how the quality and practical relevance of learning opportunities influence not only productivity but also workers' trust, autonomy, and sense of professional identity in the use of AI.

Through several iterative readings, the codes were progressively organized into thematic clusters reflecting the two hypotheses. For the first hypothesis (Hp.1), clusters such as AI as accelerator and Rebalanced autonomy captured how automation reshapes tasks by shifting human discretion from mechanical execution toward interpretative and strategic decision-making. Instead for the second hypothesis (Hp.2), the themes Training experience and learning and trust referred to the perceived quality and usefulness of the training received, even when limited, and how it influenced employees' confidence, sense of control, and overall perception of technological change.

Given the author's familiarity with organizational dynamics and technological adoption processes, it was necessary to maintain constant awareness of potential biases and preconceptions, and this was achieved through an audit trail of analytic notes, reflexive memos written after each coding session, and comparison of interpretations with external colleagues for validation and far from being an obstacle, this reflexive practice strengthened the interpretative depth of the analysis, allowing

the data to “speak” through the researcher’s informed sensitivity rather than through mechanical procedures.

That’s the reason why, from that, particular attention was given to ethical and procedural aspects because participants were fully informed about the objectives of the study, the voluntary nature of their involvement, and their right to withdraw at any time. Consent was obtained both verbally and in written form and all personal identifiers, such as names, brands, and sensitive references, were anonymized in the final report, and quotations were translated into English with attention to preserving tone, intention and interpretation.

As of data, they were stored securely and used exclusively for academic purposes, and, in this context, the decision to include short excerpts in the thesis responds to an ethical commitment to let participants’ voices remain present, without exposing them to any risk of recognition.

In addition to that, as we said before, it is important to note that the translation process from Italian to English required interpretative mediation. Rather than mechanical transcription, translation was conceived as a second layer of analysis because each quotation was revisited to maintain semantic fidelity and contextual resonance. The act of translating therefore became a means of refining meaning, clarifying nuances, and ensuring that what participants “meant” could be understood beyond linguistic borders, contributing to the hermeneutic quality of the study, emphasizing that understanding in qualitative research always implies interpretation, transformation, and cultural positioning.

The interviews involved professionals from different organizational levels and departments and during analysis, attention was also given to

work-related variables such as job seniority, contract type, and degree of exposure to AI tools, allowing us for the comparison of multiple professional perspectives, enriching the interpretative depth of the findings. On a closer examination, the methodological choice to triangulate perspectives between internal employees and external partners proved fundamental to understanding the complexity of digital transformation within Stellantis.

In this regard, the interplay between corporate procedures and agency creativity, between the standardized governance of centralized AI systems and the more fluid, project-based flexibility of external teams, constituted a genuine field of experimentation where automation, autonomy, and even forms of professional precariousness coexisted.

The interviews reflected this duality that internal employees experienced AI mainly as a tool for procedural efficiency, while agency professionals saw it as a space for augmentation and creative negotiation, revealing how organizational structures shape not only practices but also perceptions of technological change.

In light of these reflections, reliability and validity were pursued not through statistical verification but through credibility, transferability, and authenticity, which we can consider them as the cornerstones of qualitative trustworthiness (Shenton, 2004).

For the first element, which is credibility, we can say it was ensured through member checking, inviting selected participants to review anonymized summaries of their own interviews to confirm interpretative accuracy. Regarding the second one, which is transferability, it was promoted by providing a detailed contextualization of the case study, allowing readers to evaluate the

applicability of findings to similar organizational settings, and for the authenticity, it was achieved by preserving the multiplicity of voices, even when dissonant, and by resisting the temptation to homogenize differences in the name of analytical coherence.

Furthermore, we can say that as for the overall methodological coherence, the qualitative design aligns with the theoretical assumptions of the first chapter, where the transformation induced by AI was interpreted as a process that reshapes how individuals perceive their work, make sense of technological change, and interact with colleagues and digital systems.

The methodological choices, featured by interpretative paradigm, semi-structured interviews, thematic analysis, were thus conceived as the empirical counterpart of that theoretical stance, which is a way to listen to how the transformation “feels” from within, to grasp the microshifts that occur when technology intersects with meaning.

Based on the above, the adopted methodology allowed the research to empirically examine the two hypotheses defined in the theoretical framework, linking the reorganization of work tasks driven by AI adoption (Hp.1) with the perceived impact of training, even when limited, on workers’ trust, sense of control, and understanding of technological change (Hp.2).

Rather than exploring professional identity in a purely interpretative sense, the analysis aimed to connect observable organizational transformations with employees’ subjective perceptions and reactions, providing a coherent analytical bridge between theoretical assumptions and empirical findings. Only through such qualitative study can the

meaning of technological change be grasped not as an external force but as a process co-constructed between systems and people, and for that, the following sections will therefore present the empirical findings emerging from the interviews, articulating them around the two central hypotheses and showing how the lived experience of workers both confirms and enriches the theoretical expectations developed in the first part of this thesis.

3.2 Findings

3.2.1 Hp.1

As previously discussed, the analysis of the interviews clearly shows that the introduction of Artificial Intelligence in the marketing and CRM structures of Stellantis has not eliminated human work but rather redefined its nature, making employees and agency professionals agreed that very AI has become a functional companion, not a replacement, transforming the type of activities performed and the way competence is expressed.

In light of what emerged, one of the most consistent themes concerns the very automation of routine and repetitive operations precisely because several participants recalled that activities such as database cleaning, report generation, or benchmark comparisons, once performed manually, are now handled automatically.

As one CRM Specialist explained, AI takes care of all the mechanical parts, while before, people had to cross data manually and now the system does it instantly, allowing focusing on what the numbers mean.

The same feeling was echoed by a Digital Marketer and Media Planner, who said, *“The biggest impact is on time because some procedures*

require fewer hours, allowing me to dedicate more time to analysis and strategy, rather than mechanical operations”, suggesting that automation has replaced operational repetition with interpretative attention, confirming the theoretical expectation that technology enhances rather than erases human roles.

Considering these aspects, we can say that the role of human expertise has shifted from execution to supervision, and professionals are increasingly responsible for verifying and contextualizing algorithmic outputs.

A CRM Strategist described this change clearly stating that we no longer produce the report, but we validate it, focusing on the aspect that what matters now is how you read the data, not how fast you compile them.

Similarly, a Senior SEO Specialist from an external agency noted that *“The activities themselves have not changed, but they are now facilitated by the use of AI. No activity has been completely replaced or automated and human control and final checks by the SEO Specialist remain intact”,* highlighting a broader phenomenon that is while machines accelerate operational cycles, they simultaneously demand new interpretative, linguistic, and relational skills.

From this perspective, AI’s integration has generated a more hybrid and fluid division of labor, as employees who once performed strictly technical or communicative roles now increasingly traverse domains resonating with Autor’s (2024) argument that AI, rather than replacing expertise, redistributes it across occupational layers by enabling broader participation in decision-making processes and demanding new forms of horizontal skill acquisition.

In this regard, a Digital Advertising Manager reflected that he used before to focus on creative briefs and now, instead, collaborates with data teams because he needs to understand how the AI segments users, meaning that this intersection of disciplines - between data analysis and storytelling, between automation and creativity - inevitably defines the new identity of digital marketing work within Stellantis.

In view of these findings, many other participants emphasized that AI has altered the time and rhythm of work rather than its structure. As we said before, tasks are completed faster, but it is also true that the time saved is reinvested in reflection and validation.

A Brand Lead from the *Peugeot* division captured this paradox answering the question regarding the changes in her work using AI: *“Yes, in terms of process speed. AI allows us to achieve more results quickly, but it doesn't replace human oversight. Every result we obtain from these tools is supervised, localized, and adapted to the brands' specifications”.*

From this answer it is easy to understand how automation produces both efficiency and cognitive demand, which are less manual repetition, but more intellectual vigilance and the balance between speed and understanding emerges as the new measure of productivity.

On the basis of these considerations, the interviews also reveal that the transformation has reinforced collaboration rather than isolation and several professionals observed that, by delegating mechanical operations to AI, meetings and teamwork have become more focused on analysis, interpretation, and shared decision-making, fostering a collective understanding of data and strategy instead of mere task execution.

Few answers argue with the possibility for professionals to talk now about strategy and not just reports because AI gives them data, but they decide together what to do with it.

Similarly, a CRM Project Manager described how her team discusses AI's suggestions as if it were another colleague, one that's fast but not always right, showing that the integration of AI fosters dialogic forms of collaboration, where human validation becomes collective rather than individual.

It inevitably appears that the most tangible change concerns surely the redistribution of cognitive effort because employees no longer feel burdened by cognitive repetitive tasks, but they experience a more complex responsibility, such as interpreting, judging, and sometimes correcting algorithmic reasoning.

An *ADV Strategist* expressed this sentiment explicitly: *"Today, it can help reduce processing times, although human review remains important, especially to avoid errors or misinterpretations. At the team level, I still see a cautious approach: many colleagues use it as a support tool, but not as a replacement for their own work"*, confirming that automation does not reduce cognitive engagement, it reorients it toward meta-level control and analytical discernment.

Also, participants noted the emergence of new hybrid skills. Among the terms most frequently mentioned by the professionals interviewed was *critical thinking*, referring to the need to understand not only "what AI does" but also "why it does it". The comments regarding this aspect illustrate the adaptive learning process that underpins technological integration, which is mastering AI tools involves developing a new

mental flexibility, an ability to interpret outputs without succumbing to their authority.

But from another angle, differences between generations emerged strongly in the data too because we need to point out that younger participants tend to perceive AI as an empowering resource that accelerates learning, while, conversely, more experienced workers frame AI as an ally that must be governed carefully.

It inevitably follows that this generational exchange and dialogue highlights a decisive transition that shows the shift from seeing technology as an external tool to experiencing it as a co-worker that requires judgment and guidance.

A Digital account summarized it effectively saying: “Even if it makes your life easier on certain tasks, AI also forces you to think differently because just because it's fast doesn't mean it's accurate - in fact, quite the opposite”, synthesizing the underlying dynamic of the transformation that is automation levels the operational field but differentiates individuals based on their capacity for reflection and synthesis.

In light of the evidence presented above, the first hypothesis, stating that AI adoption leads to a reorganization of working conditions by reducing repetitive and data-driven tasks while enhancing interpretative and relational ones, finds strong empirical support. Across different roles and organizational contexts, participants consistently described automation as a process of functional redistribution rather than elimination, where human contribution shifts from execution to interpretation. The accounts of CRM and media professionals highlight how AI tools have streamlined operational phases while amplifying the

need for strategic coordination, analytical thinking, and interdepartmental communication.

From that perspective, this transformation does not appear uniform. While AI clearly accelerates operational cycles, its benefits depend on how clearly workers understand their new responsibilities and how organizations redefine boundaries between efficiency and creativity. In some cases, the reduction of repetitive work has increased satisfaction and engagement; in others, it has generated uncertainty about added value and performance expectations.

Overall, the first hypothesis can be considered *largely confirmed*, as the findings reveal a structural shift from mechanical to interpretative work across the CRM and digital ecosystem. However, the degree of transformation varies by task, exposure to AI, and organizational culture, with agency professionals experiencing greater flexibility, and corporate employees showing more procedural dependence.

Finally, some exploratory insights emerged beyond the initial assumption: the diffusion of AI not only reorganizes tasks but also stimulates new forms of hybrid professionalism, encouraging workers to develop cross-functional skills and collaborative reflexivity. These tendencies anticipate the themes addressed in the following section, where the moderating role of training becomes central to understanding how organizations can consolidate or amplify the positive effects of this ongoing transformation.

3.2.2 Hp.2

Before addressing the second hypothesis, it is important to specify the kind of training that participants reported having received because in most cases, this consisted of brief online sessions or corporate webinars illustrating, in general terms, how AI tools function and the basic strategies for their use within marketing and CRM activities.

Only a few interviewees mentioned more structured or role-specific training initiatives, while others stated that they had not attended any formal program at all and, as a result, the formation landscape appeared fragmented and largely introductory, offering minimal technical depth and limited opportunities for hands-on experimentation.

Many participants stated also that the AI training they received was too theoretical and insufficiently connected to their everyday tasks, making it difficult to fully understand how the tools actually functioned.

Indeed, they emphasized that this limited and often abstract approach to training increased the gap between those who felt confident enough to experiment with AI and those who remained uncertain or anxious about its use. That's the reason why the former tended to interpret automation as an opportunity to learn and innovate, while the latter perceived it as a source of pressure and loss of control, suggesting that even minimal training can deeply shape how employees experience technological change.

It becomes evident that the introduction of AI has created a new form of professional selection within the organization in which those who combine curiosity, critical reasoning, and digital awareness emerge as new interpreters of work and, meanwhile, those accustomed to repetitive security experience disorientation.

As one *Senior Strategist* admitted, *"I'm not skeptical of the technology, but I remain convinced that humans remain superior to machines, because the information and logic behind AI still comes from humans. With more training, I'm certain we'll be able to use it more effectively and with greater confidence"*, showing a cultural fear rather than a technological one, the risk that automation, if unaccompanied by reflection, may erode the intellectual craftsmanship that sustains expertise.

Building upon those reflections, the perception of Artificial Intelligence among Stellantis professionals and partner agencies appears complex because while all interviewees recognize its efficiency, their emotional and cognitive responses oscillate between enthusiasm and cautious vigilance.

The words most frequently used to describe AI were *"useful," "helpful,"* and *"fast,"* often accompanied by qualifiers such as *"not always reliable"* or *"you need to double-check"*, revealing an essential feature of contemporary work, trust in technology is never unconditional, but constantly negotiated.

Participants indeed generally expressed a moderate degree of trust toward AI tools, tempered by the awareness that these systems can make mistakes or produce incomplete outputs, generating a pattern of critical trust that emerges as a defining attitude, which is professionals rely on AI's speed yet remain committed to human validation.

Following the same logic, we can see how the concept of autonomy emerges as a fundamental factor in professionals' consideration of Artificial Intelligence.

Contrary to initial fears, most participants do not perceive AI as a threat to their decision-making power, instead, they describe a redefinition of

autonomy, that is to say no longer the ability to execute tasks independently, but to interpret, verify, and integrate algorithmic suggestions responsibly.

AI doesn't take decisions for you; it gives you options. You still must choose which one makes sense and its support, not a boss and these statements confirm that autonomy has shifted from manual control to interpretative discernment, and, from a methodological standpoint, it is also significant that participants distinguish between operational and cognitive control.

Several interviewees acknowledged that while AI automates many procedures, it does not remove human oversight and that's the reason why professionals think about they don't feel less in control but more responsible because they must ensure what AI does is right. AI doesn't reduce autonomy, it forces you to use it differently, reinforcing the idea that technology does not diminish agency but reframes it in terms of accountability and critical interpretation.

That's the reason why training emerges as the most decisive factor shaping perception because all participants, regardless of seniority, emphasized the lack of structured education on AI tools.

The most common expressions were *"Very often, real training happens 'in the field,' when you're faced with a real problem and need to figure out how to solve it. That's when you truly understand how a tool works and where more clarity is needed"*, highlighting a central organizational gap, which is while AI has been rapidly introduced, educational support has lagged behind.

At this point, it becomes clear that training is not just a psychological enabler but a functional bridge too between technical competence and

self-confidence and interviewees who received even limited but practice-oriented instruction, or who learned autonomously through experimentation, described also tangible improvements in task efficiency and decision quality, suggesting that confidence stems from real mastery, as the acquisition of concrete skills reinforces the perception of control and, in turn, productivity.

A Junior Project Manager said, "Training courses were helpful in understanding the basics, but I wouldn't say they transformed my way of working. Much of my learning happened on the job, directly testing the features and trying to understand how to adapt them to our needs. I often feel that the training is too theoretical and not very connected to daily practice", showing that training operates as a bridge between competence and trust, mediating the transition from skepticism to familiarity.

Indeed, in addition to this, several participants discussed how learning-by-doing has fostered informal collaboration within teams because, in the absence of official programs, knowledge circulates through peer exchange.

And of course this kind of spontaneous education mitigates the institutional gap, demonstrating that communities of practice can emerge organically when formal structures are missing and yet, it also reproduces inequalities, as learning depends on proximity, curiosity, and interpersonal networks.

The connection between productivity and training in this case is therefore very strong and requires the utmost attention.

But at the same time, I realized that for professionals, productivity itself must not be accompanied exclusively by the technological factor but also by autonomy, confidence and literacy.

In line with the second hypothesis, the findings suggest that even limited forms of AI training, mostly short online courses or general informational sessions, have influenced how workers perceive and relate to technological change. Rather than acting as a simple moderating factor between adoption and perception, training emerges as a condition that gives substance to employees' trust and sense of control. Participants who described these sessions as useful, even if basic, reported greater confidence and readiness to engage with AI tools, while those who found them too abstract or insufficient tended to express uncertainty or detachment.

When employees receive adequate and practically oriented training, they tend to experience confidence and a sense of mastery over AI tools, perceiving technology as a genuine support that enhances their professional competence.

Conversely, we need to say that when training is absent or purely theoretical, feelings of dependence and uncertainty emerge, often accompanied by stress related to the acceleration of work rhythms and the fear of becoming replaceable.

That's the reason why several senior professionals described this condition as a subtle form of tension, where enthusiasm for technological progress coexists with anxiety about personal relevance. Thus, rather than being 'dynamic', the relationship between training and trust appears conditional, which is that proper training reduces

distrust and restores a sense of control, whereas its absence amplifies psychological strain.

By considering that, it is apparent that perceptions of AI cannot be reduced to simple optimism or resistance, instead, they reflect a spectrum of adaptive positions influenced by knowledge, training, and social context. Workers who feel informed and supported tend to interpret AI as a partner while those left alone to learn perceive it as an intruder, aligning with the idea that technology's impact is mediated by cultural and organizational factors rather than by the tools themselves.

Here, as we already said, training acts as the invisible infrastructure that sustains confidence, ensures productive application, and prevents the diffusion of automation anxiety so long as where education and dialogue are present, AI amplifies capability and where they are absent, it risks generating disengagement and uncertainty.

The question is no longer whether Artificial Intelligence can be considered useful, there is no longer any doubt about that. The question now shifts to what machines can do and what people believe they can do with them.

3.3. Summary of findings

The two hypotheses that guided this research appear deeply intertwined, as the first, concerning the reorganization of work tasks, and the second, focused on how workers' perception of AI and its impact on productivity depend on the quality and practical relevance of training, converge in a single interpretative frame.

Artificial intelligence emerges not only as a technical instrument but also as an organizational force that shapes how work is understood, valued, and experienced within everyday practices and the testimonies collected demonstrate that the introduction of AI does not merely modify what employees do but also how they think, learn, and define professional identity within Stellantis and its partner agencies.

As observed by the professional's answers, automation and perception function as two sides of the same process and the more AI takes over repetitive tasks, the more employees are required to cultivate interpretative and relational intelligence.

A real dynamic is generated not only on cognitive aspect but emotional too, transforming efficiency into accountability, speed no longer matters without comprehension, and comprehension requires reflection.

When algorithms replace cognitive repetitive work, individuals must reinterpret their contribution and recover a sense of agency through critical understanding, and meaning, in this context, becomes the new currency of professional value, a synthesis of data interpretation, ethical sensitivity, and communicative empathy.

The study reveals that the redistribution of tasks generated by AI creates both opportunities and asymmetries, as technology does not democratize competence automatically but amplifies the gap between proactive and less confident learners. Finding strongly highlights the essential role of structured training in reducing such disparities, enabling those who would otherwise remain hesitant to acquire the same level of understanding and confidence as their more self-directed colleagues.

In view of these considerations, the boundary between human and machine work appears increasingly porous because participants repeatedly used relational metaphors to describe their interaction with AI - facilitator, support, and assistant - all words that usually recall the semantic field of the human being. These expressions, found across different roles and levels of experience, signal an anthropomorphic projection that normalizes coexistence and yet, beneath this linguistic familiarity lies a subtle ambivalence.

One of the answers regarding this aspect was: *"It's like working with a 'virtual assistant' that stimulates reasoning and curiosity. And, I never thought I'd be able to say this, but AI is teaching me to be more independent and organized in managing workflows"*.

If we therefore hypothesize that a sort of relational connection has been created between machine and human, we must equally hypothesize that the emotional component between them (or at least that manifested by the human being towards the machine) is not free from conditioning.

We already said that the interviews reveal a persistent tension between fascination and skepticism, two emotions that coexist and sustain motivation, because professionals derive satisfaction from mastering AI tools but remain aware of their fragility.

This kind of emotional dissonance generates vulnerability in humans but also awareness of the fact that Artificial Intelligence alone cannot replace the work done by humans today.

And without being repetitive, we also take care to remind and point out that the establishment of refresher courses on AI is also essential with regard to emotional aspects.

Indeed, training not only enhances performance but also strengthens trust, mitigates anxiety, and ensures ethical use of technology.

We could define the whole thing as a sort of new form of *augmented professionalism*, referring to a work condition where human intelligence expands through technological mediation without losing its moral and creative autonomy.

Employees perceive themselves as part of an extended cognitive ecosystem, in which machines perform the mechanical effort while humans preserve the symbolic and ethical orientation of action.

Same data reveal that this redefinition of professionalism also alters traditional hierarchies. Younger workers, often more agile in exploring tools, temporarily invert the flow of expertise, teaching senior colleagues how to interact with AI, meanwhile, senior figures act as cultural mediators, reminding younger peers of the value of experience, context, and human judgment. The distribution of skills appears to be, at least in this case, reversed and, consequently, so is the hierarchy and the way in which transversal skills occupy all sectors of the company.

Considering the implications of these insights, the integration of AI at Stellantis has triggered a form of cognitive democratization that transcends job titles because all participants, regardless of level, are engaged in continuous self-training and mutual observation and yet, this horizontal dynamic coexists with structural gaps, as not all departments receive equal support, generating an uneven diffusion of technology thus mirrors pre-existing functional divides, reaffirming the necessity of coordinated governance.

With reference to these final observations, the two hypotheses point toward a conclusion that suggests that the reorganization of tasks

induced by AI has created spaces for learning and collaboration, yet these changes coexist with new forms of uncertainty and uneven adaptation. Training, in particular, does not appear to have substantially altered the relationship between workers and technology, indeed, although most employees received at least some instruction, its limited scope and abstract nature often prevented a tangible shift in perception or practice.

Indeed, the reorganization of tasks driven by AI adoption and the quality of training that accompanies its implementation mutually reinforce one another and, as employees delegate routine operations to AI and receive adequate, practice-oriented training, they gain confidence and understanding, using technology more effectively and enhancing both productivity and autonomy.

Findings reveal that AI operates as a mirror for organizational culture, reflecting the maturity, adaptability, and learning capacity of the people who use it and within Stellantis, as in comparable organizations, environments that promote collaboration, experimentation, and structured training turn AI into a catalyst for professional renewal.

Conversely, where guidance and formation are insufficient, technology amplifies existing disparities and uncertainty and this tension between empowerment and fragility ultimately defines the real impact of AI on the future of work.

Chapter 4 - Discussion and Generalization

4.1 Reinterpreting the findings through the theoretical lens

In light of the evidence previously discussed, the results of this study can be interpreted through the theoretical frameworks presented in the first chapter, particularly those referring to the task-based approach to technological change and the literature on AI-induced work transformation.

Findings confirm that the adoption of Artificial Intelligence within Stellantis aligns with the predictions of RBTC theory and indeed automation primarily affects repetitive and data-driven activities, while human effort is redirected toward interpretative, relational, and creative functions.

However, the empirical material also expands this model by showing that such reorganization is not just functional but entails a process of deroutinization, where repetitive tasks are automated while human effort is redirected toward interpretative, communicative, and decisionmaking activities.

As emphasized in the theoretical literature, scholars such as Acemoglu and Restrepo (2019) describe technological innovation as a process of task reallocation, where automation replaces specific routine activities rather than entire jobs, allowing human labor to be redirected toward more complex and interactive functions.

The interviews collected in this research clearly resonate with this dynamic because employees repeatedly described AI as a tool that takes care of the mechanical parts while demanding higher levels of interpretation, coordination, and ethical awareness.

From this perspective, the results suggest that the boundaries between technical, such as routine operational task, and cognitive work, such as analysis, interpretation and decision-making, are becoming increasingly porous and while the theoretical framework distinguishes sharply between “routine” and “non-routine” labor, the empirical data show that AI blurs this distinction. As employees delegate mechanical operations to algorithms, they acquire transversal competences that cut across analytical, communicative, and managerial domains and this observation recalls Autor’s (2024) argument that AI is a redistributive rather than a substitutive force, extending decision-making and analytical capabilities to a wider portion of the workforce.

Furthermore, within Stellantis, the interviews confirmed that marketing and CRM professionals now move across domains, combining tasks that once belonged to different professional identities, shaping a result that is a form of horizontal skill broadening that enriches the traditional taskbased model with new hybrid dynamics of collaboration and cognitive integration.

Considering these theoretical connections, it is also important to recognize that the complementarity between humans and AI observed in the study supports the theoretical transition from automationcentered paradigms to augmentation-oriented ones. The interviews revealed that employees no longer view AI as an external entity replacing human intelligence, but as a co-agent that modifies their working rhythms, responsibilities, and expectations, reflecting what Brynjolfsson and McAfee (2017) call the productivity paradox, where efficiency gains depend on human capacity to interpret and contextualize algorithmic output.

In continuation with these reflections, the empirical results add depth to the theoretical assumption that technological change does not only transform the nature of work, but also its meaning and for that employees repeatedly emphasized that AI altered the way they think about their work, fostering new forms of awareness, attention, and selfevaluation.

This echoes the constructivist and interpretative paradigms outlined in Chapter 1, which conceive organizational reality as a field of negotiated meanings and by highlighting how professionals reflect on their own role in relation to automation, the data reaffirm that AI operates simultaneously as a technical and symbolic actor, shaping not only workflows but also perceptions of competence, trust, and recognition.

At the same time, the findings reveal a limitation of the classic taskbased literature because while RBTC explains *what* changes, it does not sufficiently account for *how* individuals experience such change.

The qualitative evidence demonstrates that the subjective dimension - particularly workers' sense of control and well-being - plays a decisive

role in mediating the effects of AI adoption and here, the second hypothesis of this research contributes an essential extension to existing theory.

In relation to this, the empirical findings confirm recent contributions emphasizing the role of AI literacy and continuous reskilling (Falck et al., 2024), indeed interviewees from Stellantis and its partner agencies made clear that when training is concrete and hands-on, AI tools are perceived as empowering and efficiency-enhancing.

Conversely, when formation is purely theoretical or absent, feelings of dependence and frustration prevail, undermining both productivity and trust, and this aligns with the emerging theoretical consensus that technological adaptation is an educational process, and that cognitive confidence is the true variable mediating the benefits of AI at work.

As a result, the contribution of this study lies in bridging the analytical gap between economic theories of automation and sociological theories of work experience.

The voices of Stellantis professionals provide empirical substance to the claim that AI-driven transformation cannot be fully understood without considering the interpretative and formative processes that sustain it and, in this sense, the research does not merely confirm the task-based framework but extends it, suggesting that the reorganization of work in AI environments is as much a question of learning and meaning as it is of efficiency and substitution.

Ultimately, the discussion of findings through the theoretical lens reaffirms that the integration of AI represents not a rupture but a gradual transformation, a kind of redefinition of the human-machine relationship in which tasks, responsibilities, and skills are redistributed

rather than replaced. The first hypothesis finds consistent support in the task-based and augmentation literature configuration while the second hypothesis, instead, offers a more cautious insight because although most participants received only limited or introductory forms of training, these experiences still played a partial role in shaping their perception of AI. The data therefore do not show a strong transformative effect, but they indicate that even minimal exposure to structured learning can foster confidence and awareness, a finding that highlights the importance of improving and expanding future training programs to support more inclusive and effective integration of AI in the workplace.

4.2 Reconfiguration of roles and competences

In the wake of the theoretical reinterpretation outlined above, findings collected in this research shed light on the evolving nature of humanmachine complementarity in AI-driven environments.

Rather than confirming a deterministic view of automation as a substitute for human labor, the data portray a more complex equilibrium in which humans and intelligent systems co-evolve, each reshaping the scope and significance of the other, suggesting that AI has not diminished the human role in organizations like Stellantis; instead, it has redistributed it across new cognitive, relational, and interpretative domains, fostering a redefinition of professionalism itself.

As has been consistently observed in the interviews, employees describe their collaboration with AI as a form of distributed intelligence because machines perform the mechanical or data-intensive aspects of the job, while humans retain responsibility for contextual interpretation, ethical reasoning, and strategic decision-making.

The testimonies gathered from CRM specialists, data analysts, and creative strategists demonstrate that this symbiosis is not purely technical but organizational and decision-making processes are being redesigned around the capacity of human teams to integrate algorithmic insights into broader strategic narratives.

At a closer look, the interviews also reveal that complementarity is not a static condition but a dynamic negotiation that unfolds across departments, hierarchies, and even generations. Indeed, we need to say that senior professionals, for instance, often emphasized that AI had accelerated processes that used to take hours, while junior employees viewed the same acceleration as a potential source of stress and dependence. This generational contrast reflects different thresholds of technological confidence and adaptation, a finding consistent with the literature on digital transition and reskilling and yet it also suggests that complementarity must be nurtured through shared learning experiences, where institutional support transforms apprehension into competence.

From this point of view, AI can be seen as both a catalyst and a mirror for organizational culture because we observed that in teams characterized by open communication and collaborative experimentation, the introduction of AI has fostered collective learning and mutual support.

Employees reported that meetings have become more analytical, meaning that discussions now center on understanding, interpreting, and contextualizing data rather than merely executing predefined tasks and, conversely, in environments where training and coordination are weak, the same technology amplified insecurity and cognitive overload.

In light of these observations, the concept of autonomy requires particular attention considering the literature that often describes autonomy as the degree of discretion workers have over their tasks, but the empirical evidence gathered here indicates a shift toward relational autonomy: a form of self-direction exercised in dialogue with algorithmic systems. Professionals increasingly make sense of their autonomy not in opposition to technology but through their capacity to interpret, supervise, and occasionally correct it, challenging the traditional narrative of “technological control” and supports the view of autonomy as a competence, something that grows with understanding, trust, and experience.

Furthermore, the study shows that AI has contributed to a subtle rebalancing between analytical and creative dimensions of work because tasks once dominated by procedural accuracy now require interpretation, narrative framing, and empathy toward user needs. Within marketing and CRM functions, participants reported that data are no longer just numbers, they are stories, pointing to an emerging professional culture that values insight and storytelling alongside precision and efficiency, and that is very emblematic of what Material (2024) term flexibility, which is the ability to navigate between quantitative reasoning and qualitative understanding, a capacity that becomes indispensable as AI integrates into everyday decision-making. Taking these findings into account, the evolution of work under AI influence appears less as a linear progression and more as a continuous process of negotiation and complementarity does not automatically arise from the presence of intelligent tools, it must be actively maintained through design choices, feedback mechanisms, and skill

renewal and this resonates with the sociotechnical tradition (Trist & Emery, 1965), which emphasizes that technological systems achieve their potential only when aligned with the social systems in which they operate.

From another perspective, this evolution entails not only new opportunities but also new vulnerabilities and, in this sense, we observed that the qualitative data reveals psychological ambivalence because while employees appreciate the efficiency and accuracy that AI provides, many also express anxiety about keeping pace with its rapid evolution. The perception of being always in learning mode, a phrase echoed across several interviews, illustrates how complementarity can also generate fatigue, particularly when training and institutional recognition do not keep up with technological demands.

Consequently, human-machine complementarity must be understood as a form of equilibrium in motion, it represents a constant interplay between empowerment and uncertainty, between the delegation of routine tasks and the assumption of interpretative responsibility. Findings show that organizations capable of sustaining this balance are those that invest in ongoing education, encourage peer learning, and foster a culture of transparency regarding AI's functioning and limits but, in contrast, where such infrastructures are missing, complementarity degenerates into asymmetry, workers feel monitored rather than supported, and the promise of AI-driven efficiency becomes a source of alienation.

In conclusion, the evolution of work under the influence of AI suggests a profound transformation of the employment relationship itself and, complementarity, far from being a stable equilibrium, is an evolving

partnership that requires continuous negotiation and institutional care. The case of Stellantis demonstrates that when human and machine intelligence are aligned through effective training and participatory governance, the result is not dehumanization but enrichment, a form of digital craftsmanship where technology amplifies human purpose rather than diluting it, providing the conceptual bridge to the final section of the chapter, which considers how policies and governance models can consolidate such complementarity into a sustainable future of work.

4.2.2 Opportunities, vulnerabilities, and the balance of complementarity

From another perspective, this evolution entails not only new opportunities but also new vulnerabilities and, in this sense, we observed that the qualitative data reveals psychological ambivalence because while employees appreciate the efficiency and accuracy that AI provides, many also express anxiety about keeping pace with its rapid evolution. The perception of being always in learning mode, a phrase echoed across several interviews, illustrates how complementarity can also generate fatigue, particularly when training and institutional recognition do not keep up with technological demands.

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4.3 Towards responsible integration: training, communication, and governance

As emerged from the interviews, the integration of AI at Stellantis has been experienced as a process of learning by doing, supported by partial and uneven forms of training.

We already said many professionals described the need for clearer communication channels, shared guidelines, and spaces for discussion to interpret AI-driven changes collectively rather than individually.

In this sense, the following reflections on training, communication, and governance derive directly from the gaps and expectations voiced by the participants themselves, aiming to outline a framework for more responsible and inclusive integration of AI in organizational life

In continuity with the reflections developed so far, the empirical and theoretical analyses converge toward a clear conclusion: the successful integration of AI in work contexts does not depend solely on technological sophistication, but on the presence of human-centered infrastructures capable of translating innovation into meaningful practice.

Training, communication, and governance therefore emerge as the three fundamental levers through which organizations can transform the coexistence between human and intelligent systems into a sustainable form of collaboration and now, we're going to explain each of these aspects.

To begin with, training constitutes the cornerstone of responsible integration, indeed the results of this research, particularly those related to the second hypothesis, show that the quality and practical relevance of training programs profoundly influence how employees perceive AI's impact on their productivity and autonomy.

In the case analyzed, training initiatives were often fragmented, brief, and only marginally connected to daily professional practices and interviewees described sessions focused on general principles of AI rather than on concrete applications, which limited their impact on confidence and autonomy.

From this perspective, the data suggest that effective integration requires continuous and context-oriented learning opportunities because when training is designed around real tasks and supported by ongoing feedback, it can transform initial uncertainty into engagement, a goal that remains largely aspirational in the current organizational setting but fundamental for future policy design.

In this perspective, training should be understood not as a one-off event but as an evolving process of organizational learning just because the case of Stellantis exemplifies how learning environments can function as incubators of complementarity and teams that combined formal instruction with peer mentoring and on-the-job experimentation exhibited greater adaptability and creativity in their use of AI tools. Findings suggest that such integrated learning ecosystems are most effective when they foster dialogical relations among employees, managers, and technical specialists, enabling the co-construction of meaning around the role of technology and, as a result, training becomes an act of cultural mediation, a mechanism through which technological capability translates into social capability.

At the same time, we need to say that we observed that communication plays a decisive but often underestimated role in governing the psychological impact of AI introduction. The interviews indeed made clear that uncertainty about how algorithms operate can generate mistrust, even when the systems are technically reliable. Transparent communication about what AI does, why it is implemented, and how its outputs are used is therefore essential to maintain collective trust and this aligns with findings in organizational psychology that link perceived fairness and procedural transparency to employee engagement and

resilience (Cascio & Montealegre, 2017). Within Stellantis, open briefings, cross-functional discussions, and feedback sessions were described as valuable in mitigating fears of replacement and reinforcing the perception that technology serves human judgment rather than the other way around.

From another analytical angle, governance represents the structural dimension of responsible integration because AI, as the findings have shown, operates simultaneously as a technical tool and a symbolic presence and it influences not only what people do but how they perceive their role and value.

For this reason, governance frameworks must combine ethical oversight with participatory mechanisms that give employees a voice in shaping how technology is used and responsible AI governance entails not only compliance with data protection and algorithmic transparency standards, but also the establishment of spaces where workers can discuss and evaluate the implications of AI on their tasks, well-being, and professional growth.

In relation to these considerations, the Stellantis case highlights that governance, communication, and training are interdependent because where communication is open, training is contextual, and governance is inclusive, employees experience AI as an empowering partner.

We observed that where one of these dimensions is lacking, the system falters and we observed misunderstandings arise, training fails to meet actual needs, and governance risks appearing as external control rather than shared responsibility and, consequence of that, is that the interconnection among these levers suggests that responsible integration is less a set of isolated initiatives than a systemic orientation,

a form of organizational ethics that prioritizes learning, transparency, and participation.

If examined more closely, this orientation carries implications beyond the corporate context because as AI continues to spread across industries, the challenge for policymakers is to design frameworks that encourage organizations to invest in human capital rather than simply automate processes. For that reason, public incentives for lifelong learning, certification standards for AI literacy, and cross-sector alliances between academia and industry can ensure that technological transformation does not deepen inequalities but redistributes opportunity.

From this standpoint, the private-sector insights observed in Stellantis serve as a microcosm for broader policy reflection, the same principles that sustain responsible integration at the firm level, transparency, codesign, and continuous learning, are also those that must underpin macro-level strategies for inclusive digital transitions.

At a deeper interpretative level, communication and training do not merely support the technical adoption of AI, instead they humanize it because they enable workers to recognize themselves within processes of automation, transforming uncertainty into curiosity and pressure into participation. The interviews often described moments of discovery, when employees realized that understanding the algorithm's logic allowed them to challenge it, refine it, or even improve it and these experiences exemplify the most mature form of human-machine governance: not one of supervision, but of co-evolution.

In conclusion, we can say that responsible integration of AI depends on balancing innovation with inclusion, training provides the knowledge to

engage intelligently with machines, communication ensures the trust necessary for collaboration, and governance offers the ethical and institutional scaffolding that keeps the system aligned with human values.

The Stellantis experience and interviews were a very important occurrence because they demonstrate that when these three pillars interact coherently, AI ceases to be an external imposition and becomes an internal resource, a medium through which individuals and organizations can reinvent not only how they work and why they work, leading us naturally to the concluding reflections of the thesis, where the implications of such a transformation are assessed in relation to the future of work and the evolving dialogue between human creativity and Artificial Intelligence.

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APPENDIX A – Interview Guide

The interviews were conducted as part of the empirical analysis, with the aim to explore how Artificial Intelligence is reshaping work activities, skills and perceptions within CRM and digital marketing roles. All participants were informed about the scope of the study, confidentiality procedures and the voluntary nature of their participation. A semi-structure interview guide, composed of ten opened questions, was used to ensure consistency while allowing respondents to elaborate freely based on their experience.

A.1 Interview Questions

The complete list of ten questions used during the semi-structured interviews is reported below:

1. What is your current role, and how long have you been working in this area? (Could you briefly describe your main responsibilities)
2. In which activities or projects have you used AI-based tools (e.g., automated segmentation, lead scoring, predictive recommendations)? Were these tasks previously manual?
3. Have you noticed any concrete changes in your daily activities since these tools were introduced?

(If yes, which tasks have changed? Which ones have been automated, reduced or replaced? Which ones have become more important or central?)

4. Have you developed any new skills or changed the way you approach your work due to these tools? Which specific skills (technical, analytical, relational.) do you think become more relevant?
5. Did the company provide you with any training, support, or onboarding? Was it effective? What kind of training did you receive (technical, on-the-job, formal courses)?
6. How would you describe your relationship with AI-generated suggestions or decisions (e.g., proposed segments, automated actions)? *(Do you trust them? Do you usually follow, modify, or ignore them?)*
7. Have you ever felt that AI use reduces your decision-making autonomy or makes your work less clear?
8. Would you say that the introduction of AI tools has improved your productivity or the overall efficiency of your team?
9. What do you see as the main benefits and risks of using AI in your field of work? Do you feel these benefits/risks are the same for you personally and for your colleagues in similar roles?
10. Looking ahead: how do you imagine your role will evolve in the next 2–3 years, considering the growing impact of AI? Which tasks do you think are the most likely to be automated in the near future and which will remain human-driven?

APPENDIX B – Anonymized Interview Transcripts

This appendix includes the anonymized transcripts of all interviews conducted for empirical analysis. All interviews were fully transcribed and then anonymized to protect participants' privacy; any information that could reveal their identities was removed. To maintain consistency, each transcript follows the list of ten questions reported in Appendix A and interviews are labelled numerically (Interviewee 1; Interviewee 2...).

B.1-Interviewee 1

(Junior Project Management at Publicis Groupe; +1 year of experience)

Q.1: Attualmente sono Junior Project Manager e lavoro da circa un anno e mezzo nel settore della comunicazione, di cui quasi un anno nel settore automotive. In particolare, mi occupo principalmente della gestione dei flussi CRM e delle campagne di e-mail marketing, coordinando le varie fasi operative tra clienti, agenzie e team interni. Il mio ruolo prevede anche molta attenzione alla qualità dei dati e al rispetto delle tempistiche; quindi, ho una visione abbastanza completa dei processi.

Q.2: Nel nostro lavoro impieghiamo l'AI in diversi modi, anche se spesso integrata in piattaforme già esistenti. L'uso principale riguarda la segmentazione dei clienti: strumenti predittivi ci aiutano a individuare il momento migliore per l'invio delle comunicazioni e a capire la propensione all'acquisto, secondo le abitudini degli utenti. Uno strumento che impieghiamo di frequente è una Customer Data Platform, la quale ci permette di catalogare il cliente attraverso un algoritmo predittivo e indicarci la propensione al riacquisto. Prima queste attività erano più manuali: molto Excel, molte analisi da zero. Oggi l'AI fa una

parte consistente del lavoro, anche se l'interpretazione finale resta umana.

Q.3: Sì, anche se direi che siamo ancora in una fase di transizione. L'AI è in una fase molto embrionale del suo percorso, questo sicuramente vale tanto per la GenAI (ex. ChatGPT, Copilot) quanto per strumenti come la CDP. Sento che ciò che più è cambiato è il focus: c'è attenzione sul tema, voglia di sperimentare e di comprendere questi strumenti così da poter portare un miglioramento concreto, che vada oltre una buona performance numeriche e faccia la differenza per l'utente. D'altra parte, però la tecnologia non ha ridotto il carico di lavoro anzi, lo ha reso più complesso perché ora bisogna saper leggere, correggere e validare ciò che l'AI produce. E come se il nostro lavoro si fosse spostato da "fare" a "sorvegliare e interpretare".

Q.4: Assolutamente sì. Ho imparato a ragionare in modo più critico e analitico. Penso che, ora come mai prima, il pensiero critico sia fondamentale e che la vera competenza ad oggi sia "saper dialogare con la macchina". La macchina può elaborare per noi, ma non può pensare per noi. Si tratta di un burattino i cui fili sono in mano nostra e diventa più potente quanto più noi siamo in grado di comprenderla, educarla e ragionarvi attorno. Inoltre, credo che anche le competenze relazionali siano diventate ancora più importanti: bisogna sapere spiegare ai colleghi e clienti cosa fa la tecnologia e perché certe decisioni non possono essere lasciate solo ad un algoritmo.

Q.5: Sì. L'azienda mi ha fornito alcuni corsi illuminanti soprattutto su come sfruttare strumenti di GenAI, scrivendo correttamente i prompt e insegnandomi a ridirezionare la macchina nel modo corretto. Sono stati utili per capire le basi, ma non direi che abbia trasformato il mio modo

di lavorare. Molto del mio apprendimento è avvenuto “on the job”, testando direttamente le funzioni e cercando di capire come adattarle alle nostre esigenze. Molto spesso ho l'impressione che la formazione sia troppo teorica e poco legata alla pratica quotidiana. Quello che serve davvero è imparare a usare questi strumenti in modo creativo e critico. Non ci basta sapere come si usa l'AI, bisogna anche sapere quando ha senso usarla. Credo che una formazione più continua e formativa, magari fatta in team, aiuterebbe molto a costruire fiducia e a dividere buone pratiche d'uso.

Q.6: Non mi fido mai del tutto dell'AI. In questa fase embrionale, l'AI è ancora molto soggetta alle così chiamate ‘allucinazioni’, risposte sbagliate frutto di un algoritmo predittivo. Personalmente, cerco sempre di fare un double check quando possibile, e tendo a correggere e guidare l'AI quando ritengo abbia sbagliato. Ad esempio, nei progetti CRM capita spesso che il sistema suggerisca automaticamente un target o un orario “ottimale” per l'invio di una campagna. A volte seguo il consiglio, ma altre lo metto in discussione soprattutto quando i risultati non rispecchiano il contesto reale o le specifiche del brand. Questo, secondo me, dimostra che l'AI non è intelligente nel senso umano del termine, cioè ragiona su dati, ma non conosce le sfumature e i cambiamenti. In più credo che il rapporto con l'AI dipenda molto dall'esperienza: chi ha meno familiarità tende a prenderla come una verità, mentre chi ci lavora ogni giorno capisce che serve sempre una supervisione. Io la uso come base di partenza, non come punto d'arrivo.

Q.7: Più che ridurla, a volte rischia di “spostarla”, come se la mettesse continuamente alla prova. Ho avuto la sensazione che lo renda meccanico. La tentazione di affidarsi completamente a uno strumento

che ci semplifica il lavoro e forte, ma bisogna sempre ricordare che viene percepito quando c'è umanità dietro un lavoro e quando invece è frutto di una macchina. Ma mi rendo conto che per le nuove generazioni, che entreranno nel mondo del lavoro già con l'AI integrata ovunque, potrebbero sentirsi spinte a ragionare in autonomia. Nel mio caso, avendo già una certa familiarità con questi strumenti, riesco a mantenere il controllo e filtrare le risposte. Invece i nuovi stagisti o colleghi più giovani di me che entrano oggi nel mondo del lavoro, tendono a fidarsi molto di più, forse perché l'AI è qualcosa con cui stanno crescendo. Per questo credo che ad oggi la vera competenza del futuro sia la capacità di mantenere uno spirito critico. L'autonomia decisionale non sparisce per colpa dell'intelligenza artificiale, ma bisogna allenarla ogni giorno come una vera competenza.

Q.8: Sì. Ha sicuramente reso più rapidi dei processi che richiederebbero un effort temporale particolarmente lungo. Però la velocità non è necessariamente sinonimo di semplicità. Alcuni processi sono diventati più veloci però, come detto prima, anche più delicati perché richiedono controllo e coordinamento costante. Nel team, le differenze generazionali si sentono: i più giovani si buttano di più sulla sperimentazione, mentre chi ha più esperienza è più prudente. È un equilibrio utile, perché permette di bilanciare entusiasmo e responsabilità. In generale direi che l'AI ci ha resi più efficienti, ma più "attenti" perché sappiamo di dover verificare tutto, e questo alla fine migliora la qualità del lavoro.

Q.9: Il primo vantaggio è sicuramente l'ottimizzazione potenziale di flussi di lavoro e la possibilità di impiegare algoritmi predittivi attraverso dati: lavoro che, senza l'AI, sarebbe sicuramente lungo,

nonche enormemente complesso. Il rischio principale e sicuramente perdere la capacita di ragionare. La strategia e al centro del nostro lavoro e perdere la capacita di pensare strategicamente vorrebbe dire, essenzialmente, minare la natura stessa della consulenza. Non ritengo sia un rischio chiaro e condiviso da molti colleghi, ma per me e sicuramente irrinunciabile.

Q.10: Mi aspetto che il nostro ruolo diventi sempre piu ibrido. La parte operativa sara sempre piu automatizzata, ma allo stesso tempo credo che la supervisione del lavoro dell'AI non possa che essere umana. Dove saremo tra 3 anni impossibile dirlo, poiche 3 anni fa sarebbe stato impossibile pensare a dove siamo oggi. Si tratta di un mondo di infinite possibilita , ragion per la quale confido nel volerlo trattare coi piedi di piombo. L'AI e un ottimo strumento per ottimizzare i nostri flussi; tuttavia, c'e un ruolo che l'AI non potra far proprio: l'essere umano. Potra imitarlo, chiaro, ma la capacita di ragionare degli esseri umani e le nostre risorse non sono replicabili, non per il momento: nostro compito e guidarla, correggerla e fare in modo che non ci assorba. Intelligente, sì , ma comunque artificiale.

B.2- Interviewee 2

(CRM & Digital Specialist at Stellantis; 16 years of experience)

Q.1: Lavoro nel marketing operation Digital e CRM dal 2009 prima Peugeot, poi PSA e oggi Stellantis. Mi occupo di coordinare la strategia CRM dei brand Stellantis e il lead management inteso come gestione e trasformazione delle lead in opportunita da parte del network, sia lato e-commerce che dealer. Oggi grand parte del mio lavoro consiste nel

mettere in contatto persone e strumenti, assicurando che la tecnologia diventi un mezzo per prender decisioni strategiche.

Q.2: Nel corso di questi ultimi anni l'automatizzazione di molti processi ha sicuramente facilitato l'operatività. Nel Digital, l'intelligenza artificiale consente di eseguire rapidamente quality check, adattare contenuti a trend e bisogni degli utenti, perfezionare campagne e ottimizzare CPL. Nel CRM grazie a strumenti accurati si possono colpire target maggiormente ricettivi, limitando così tassi di disiscrizione e aumentando le conversioni. Tutto questo prima avveniva con analisi e tempistiche complesse che non permettevano un approccio adattivo quasi real time.

Q.3: Riducendo l'effort richiesto da processi manuali, si può mettere maggior focus sulla strategia. Ricevendo feedback quasi in tempo reale, è possibile agire più rapidamente anche con recovery action e migliorarsi continuamente. Allo stesso tempo però, il ritmo è aumentato perché ci viene chiesto di reagire più rapidamente e di prendere decisioni basate su dati che cambiano ogni giorno. È un modo di lavorare sicuramente stimolante, ma anche più impegnativo perché ti obbliga a bilanciare velocità e qualità.

Q.4: L'intelligenza artificiale applicata al marketing, nel nostro settore, fa il "lavoro sporco": processa dati, fa emergere evidenze ma sta al professionista prendere poi il frutto delle analisi, elaborarle e fare di questa risorsa un vero vantaggio. In conclusione, si richiede di sviluppare la capacità di razionalizzare e decidere sulla base degli elementi messi ora a disposizione. Direi che il vero cambiamento è proprio questo cioè, non tanto diventare dei "tecnici", ma imparare a decidere in modo consapevole con l'aiuto della tecnologia, senza subirla.

Q.5: Si l'azienda ha messo a disposizione dei dipendenti un percorso formativo dedicato, che spiega i vantaggi dell'utilizzo degli strumenti AI, ma mette anche in guardia nei confronti di alcuni rischi come la condivisione di dati sensibili. E' stato utile per creare consapevolezza, ma forse un po' troppo teorico. Molto spesso, la vera formazione avviene "sul campo", quando ti trovi davanti a un problema reale e devi capire come risolverlo. E' lì che capisci effettivamente come funziona uno strumento e dove servirebbe più chiarezza. Per questo credo che una formazione più pratica aiuterebbe non solo ad usare meglio l'AI, ma anche a fidarsi di più delle sue potenzialità, perché la diffidenza spesso nasce da ciò che non si conosce fino in fondo.

Q.6: Mi fido nel momento in cui ne comprendo criteri e processi, non sono ancora capace di affidarmi totalmente all'AI nelle mie pratiche lavorative. Sono anche convinta che nella fase formativa di un profilo professionale fare, e aver fatto, manualmente i lavori noiosi o complessi che ora strumenti AI si propongono di eseguire con facilità, abbia contribuito a formare la capacità critica e metodologica che si rischia di non strutturare alla base. Purtroppo, chi non ha questa esperienza alle spalle rischia di accettare l'output come "vero", senza porsi troppe domande.

Q.7: Come tutte le innovazioni della storia, bisogna mettere queste al servizio dell'uomo e non il contrario. Se usate con intelligenza, l'AI può dare con velocità e precisione strumenti con i quali decidere in modo ancora più efficiente. Deve essere un'integrazione e non una sostituzione. A volte ho come l'impressione che le nuove generazioni abbiano meno paura di affidarsi completamente all'AI, forse perché non

hanno visto il “prima”, ma proprio per questo rischiano di perdere il senso del mestiere.

Q.8: Assolutamente sì, Direi che la produttività è aumentata, ma di certo non basta introdurre degli strumenti per dire che tutto funziona meglio. Il vero miglioramento avviene quando la tecnologia si integra nel flusso di lavoro senza diventare un ostacolo. La parte di verifica e controllo resta fondamentale nel mio team perché, se anche l'AI genera una previsione o un risultato, deve comunque esserci qualcuno a validarla. L'efficienza non può essere qualcosa di automatico da affidare ad una macchina, ma deve essere una responsabilità del team.

Q.9: I rischi e le minacce per alcuni mestieri specifici sono reali e penso ad esempio a Grafici, Copywriter e Programmatori; L'AI riuscendo a combinare l'infinita di informazioni che ha a disposizione, può produrre contenuti nuovi e creativamente rispondenti ai brief domandati. Sarebbe ipocrito non valutare anche la faccia opposta della medaglia e quindi il vantaggio economico di un'azienda che invece di dover pagare una persona, potrà semplicemente interrogare una macchina per avere l'output richiesto risparmiando così tempo e denaro. La creatività sarà meno creativa? Un contenuto “senza anima” può davvero sostituire la sensibilità umana? Temo che l'AI migliorerà anche questo aspetto nei prossimi mesi/anni; come detto sopra va abbracciato il progresso con la giusta razionalità guidando il cambiamento e non essendone vittime.

Q.10: Credo che il mio ruolo cambierà, così come gli strumenti che avrò a disposizione per svolgerlo, ma non in modo improvviso. In passato abbiamo già vissuto diverse “rivoluzioni” tecnologiche, dai primi CRM ai sistemi automatizzati, e ogni volta sembrava che dovessimo ripartire da zero. In realtà credo che la trasformazione sia graduale, gli strumenti

migliorano, ma le nostre competenze restano centrali. Quello che mi auguro e che cresca l'attenzione alla capacita di interpretare e non solo di eseguire. Piu che una sostituzione, temo il rischio opposto, ossia che si perda la visione d'insieme e che il lavoro diventi una catena di piccole decisioni che vengono delegate agli algoritmi. Mi piacerebbe che tra 2 o 3 anni fossimo in grado di usare l'AI non solo per fare piu in fretta, ma per lavorare in modo piu intelligente e meno meccanico. E credo che chi ha memoria del prima, come me, abbia la forte responsabilita di trasmettere alle nuove generazioni l'importanza del pensiero critico

B.3 - Interviewee 3

(Senior SEO Specialist at Publicis Groupe; 4 years of experience)

Q.1: Il mio ruolo all'interno di Publicis Groupe e quello di Senior SEO Specialist, posizione che ricopro da circa 4 anni. Il mio obiettivo principale e migliorare le performance organiche dei clienti, applicando strategie di ottimizzazione SEO volte a incrementare la loro visibilita sui motori di ricerca. Opero sia a livello tecnico, occupandomi della risoluzione delle criticita dei siti web, sia a livello contenutistico, attraverso la creazione, l'espansione e l'ottimizzazione dei contenuti. L'obiettivo e garantire un posizionamento organico piu efficace, basato su un set di keyword strategiche. Collaboro spesso con copywriter, sviluppatori e team di analytics , in quanto il mio lavoro si basa molto su un lavoro di squadra.

Q.2: Adopero intelligenza artificiale in maniera quotidiana durante la mia attivita lavorativa: sia per attivita di admin (correzioni di e-mail, revisione di documenti, traduzioni linguistiche), sia per attivita operative, come definizione di insight strategici sulla base di dati,

ottimizzazione di contenuti, check linguistici se lavoro in altre lingue. Tutte attività che in passato erano svolte manualmente.

Q.3: Il cambiamento principale che ho riscontrato riguarda soprattutto la traduzione e la localizzazione delle keyword strategiche, ma anche la capacità di individuare nuovi spunti e idee per le attività BAU. Le attività in sé non sono cambiate, ma risultano oggi facilitate dall'utilizzo dell'AI. Nessuna attività è stata completamente sostituita o automatizzata: si mantiene infatti sempre il controllo umano e il check finale da parte del SEO Specialist. Il cambiamento più radicale che stiamo vivendo come SEO Specialist, a livello cross-industry, è senza dubbio l'introduzione dell'AI Overview di Google e l'utilizzo crescente dei LLM come alternativa alla ricerca organica tradizionale. Questo ha un impatto diretto sui KPI con cui misuriamo le performance, in particolare traffico organico e CTR. Nel prossimo futuro sarà quindi necessario rivedere i KPI di riferimento, includendo ad esempio la menzione del brand all'interno delle AI Overview o nelle risposte fornite dalle chat basate su LLM.

Q.4: La principale competenza che ho acquisito è quella sicuramente di scrivere prompt efficaci, completi e che vadano a specificare la richiesta in maniera esaustiva. Inoltre, è importante "testare" l'intelligenza artificiale per verificare la veridicità delle informazioni fornite e saper "comunicare" con la macchina, quindi capire esattamente cosa chiederle, come e soprattutto riconoscere quando sbaglia.

Q.5: Non ho ricevuto una particolare formazione dall'azienda, ma ci ha fornito l'AI aziendale da poter utilizzare in maniera protetta. Questo da un lato è stato sicuramente un ottimo supporto, ma dall'altro non è stato poi così d'impatto. Nonostante io la utilizzi quotidianamente nelle mie attività lavorative, ho ancora molti dubbi sulle sue potenzialità e su

quanto possa valerne la pena utilizzarla, se poi alla fine sono comunque io a dover revisionare i risultati e adattarli al contesto.

Q.6: Come anticipavo, credo sia importante testare l'AI e verificarne la veridicità. Di solito ricontrollo le informazioni e i suggerimenti proposti, verifico che sia tutto corretto, ricerco le stesse informazioni online per un doppio controllo.

Alcune volte, ripropongo il prompt scritto in maniera leggermente diversa, o con più contesto e informazioni, perché la prima risposta non mi soddisfa.

Q.7: Non credo che l'AI riduca la propria autonomia decisionale, quanto piuttosto inibisca il pensiero attivo delle persone: a volte, e più semplice e veloce chiedere all'AI di modificare una frase, o un certo documento, però questo può portare a uno sviluppo "passivo" dell'attività. Per questo è importante utilizzare l'AI come uno strumento che ci permetta di migliorare nel nostro lavoro, ma che non sostituisca il nostro modo di pensare o di agire.

Q.8: Sì, credo che utilizzata nel modo corretto l'AI possa essere un ottimo strumento per il team. Ma ad oggi appunto, credo che manchino ancora, purtroppo, le basi per poter usare questi strumenti in maniera efficace.

Q.9: I due grandi rischi dell'utilizzo dell'AI sono sicuramente quelli di utilizzarlo come completa sostituzione del pensiero umano e affidarsi al 100% ai suggerimenti proposti. Credo che i rischi siano più o meno gli stessi per tutti i ruoli.

Q.10: Il mio lavoro cambierà al 100% rispetto all'intelligenza artificiale, in quanto il mio ruolo prima dell'AI era quello di lavorare sul ranking organico dei siti web: con l'introduzione dell'intelligenza artificiale, cambia il modo delle persone di fare ricerche online, e sicuramente in un

futuro prossimo il posizionamento organico nei motori di ricerca non sarà più rilevante. Cambieranno le metriche, il modo in cui l'utente vive il brand e interagisce con la ricerca organica.

B.4 - Interviewee 4

(Project Manager for CRM at Publicis; 3 years of experience)

Q.1: Attualmente lavoro come Project Manager per il CRM. In generale lavoro nel settore del marketing da più di 3 anni ma per il CRM da 1 anno e mezzo. Le mie principali attività sono: coordinamento dei tasks del team CRM; coordinamento tra team (creativi, copywriters, analyst, IT, marketing automation); creazione e gestione delle campagne CRM locali e HQ; coordinamento e cooperazione con i principali attori coinvolti; gestione del cliente

Q.2: In generale nell'operatività utilizzo strumenti di intelligenza artificiale (ad esempio ChatGPT aziendale) per creare e/o migliorare presentazioni, per rendere le e-mail più fluide, e per eventuali traduzioni di testo. Nell'operatività legata nello specifico delle campagne CRM, attualmente utilizziamo la CDP (Customer Data Platform). Attraverso la CDP e un sistema di machine learning, si è in grado di trovare e collettare i proprietari di auto più caldi in quanto più propensi al riacquisto di un'auto nei successivi 6 mesi. Questo ottimizza il nostro lavoro sia a livello strategico in quanto ci permetterà sempre più di armonizzare e targetizzare meglio le campagne locali, sia in termini di risparmio di tempo. In passato queste attività erano tutte fatte manualmente, oggi è l'algoritmo a fornirci la base da cui partire, ma poi resta sempre a noi capire se il suggerimento ha senso per il mercato locale.

Q.3: Gli strumenti di intelligenza artificiale che ad oggi utilizzo mi permettono di ottenere ottimizzazione ed efficientamento in termini di: creatività , risparmio di tempo, risparmio di energie e strategia di targetizzazione. Se prima buona parte della giornata era dedicata ad attività di estrazione o verifica dei dati, oggi posso concentrarmi di più sulla fase del ragionamento strategico quindi banalmente: come posizionare la campagna, come segmentare il pubblico e quali KPi analizzare. Ritengo però che attività quali la stesura di una mail, il pensiero critico e di ragionamento che possono esserci dietro ad una strategia e/o ad una presentazione non saranno mai del tutto sostituiti dall'intelligenza artificiale. Infatti, lavorare con questi strumenti ti aiuta proprio a sviluppare un senso critico diverso perché ora non puoi solo eseguire i suggerimenti, ma devi anche supervisionarli e interpretarli. Questo dimostra che, nonostante il lavoro sia diventato più veloce, il tempo che avanza e impiegato in altro e soprattutto quello che cambia e proprio l'efficienza e la responsabilità personale, se un modello sbaglia e noi lo seguiamo alla lettera, alla fine la responsabilità è nostra. Quindi è vero che sono un ottimo supporto, ma ciò non toglie che molte volte si rischia di perdere il doppio del tempo se quello che ti suggerisce va costantemente controllato o addirittura modificato.

Q.4: L'utilizzo dell'intelligenza artificiale mi ha permesso di cambiare approccio al lavoro in quanto mi permette di ottimizzare le priorità quotidiane in termini qualitativi e di velocizzare le attività che richiedono meno effort. Ho imparato ad utilizzarli principalmente seguendo dei meeting creati ad hoc (es. uso della CDP) o nel confronto con i colleghi, non tanto grazie a dei percorsi di formazione. L'apprendimento "sul campo" ad oggi mi sembra la forma più utilizzata

e anche quella con piu risolto pratico, ma ovviamente si porta dietro tanti dubbi e perplessita .

Q.5: L'azienda ha messo a disposizione dei dipendenti dei brevi corsi per accrescere le conoscenze sull'intelligenza artificiale. Ritengo pero che nelle aziende debbano essere istituiti dei corsi obbligatori, possibilmente di gruppo, e che gran parte dei processi debbano essere automatizzati quanto prima. Come detto prima, mi sono formata anche individualmente (o con i colleghi) guardando video o mettendo le mani in pasta sui Tool AI nel corso delle giornate lavorative. Sebbene sia un modo di sperimentare molto stimolante, a mio avviso e anche rischioso. Spesso non si ha il tempo necessario per testare a fondo la correttezza dei dati e anche se ovviamente il mio lavoro non comporta degli errori "fatali", le conseguenze di una cattiva interpretazione si vedono nei risultati di una campagna e la credibilita del team potrebbe essere minacciata.

Q.6: Mi fido dell'intelligenza artificiale ma non mi affido ad essa: c'e prima un mio ragionamento a monte che poi confronto con il risultato datomi dall'intelligenza artificiale. Ignoro i risultati quando sono completamente in contrasto con la mia idea di partenza. E come se lo considerassi un collaboratore "junior": ti aiuta, a volte ti da spunti utili, ma e e da supervisionare.

Q.7: No, mai perche io personalmente la utilizzo come supporto piuttosto che come sostituto. Come gia ribadito, l'AI velocizza l'esecuzione, ma non garantisce una coerenza o precisione quindi la nostra supervisione e ancora fondamentale. Mi capita spesso infatti di dedicare piu tempo alla validazione che alla creazione stessa. Direi che

il concetto di autonomia oggi è cambiato, non è più un'autonomia nel fare ma nel decidere e giudicare. Dobbiamo essere pronti a capire quando fidarci dell'AI e quando no, controllare costantemente e mettere in discussione i risultati, anche quando sembrano perfetti. In un certo senso è come se l'AI ti costringesse a essere più consapevole delle tue scelte perché, se sbagli non puoi più dire che si è trattato di un errore "di calcolo" o di un "processo manuale". Hai accettato un risultato di un algoritmo senza controllarlo, e questo ti rende responsabile. Può sembrare una perdita di tempo da un lato, ma dall'altro credo fortemente che questo ti aiuti anche a crescere professionalmente e difendere appunto la tua autonomia, dimostrando che magari la sostituzione di un lavoratore con una macchina non è sempre la scelta più giusta.

Q.8: Assolutamente sì : migliora e ottimizza l'operatività mia ma anche del team. Ritengo che l'intelligenza artificiale abbia velocizzato i processi, ma richiede tempo per la validazione. All'inizio mi sembrava un controsenso: se devo comunque ricontrollare tutto, allora dov'è il vantaggio? La verità è che il vantaggio è nel tipo di tempo che dedico alle attività. Prima lo spendevo per eseguire compiti ripetitivi, ora lo uso per capire perché un risultato ha senso oppure no e per migliorarlo eventualmente. È come se l'AI spostasse la supervisione ad un livello più alto di consapevolezza, cioè oggi serve più testa e meno routine. È come se la produttività oggi si misurasse non più in termini di quantità ma di qualità, non è "fare di più" ma fare meglio, anche a costo di rallentare.

Q.9: Vantaggi: ottimizzazione, miglioramento, nuovi spunti, più creatività, riduzione di errori. Svantaggi: non ha storico, non può avere

tutto il contesto che ha una persona che lavora su un progetto, non posso sapere a priori se i dati e le info che mi da siano al 100% corrette

Q.10: Ritengo che nel prossimo futuro il mio ruolo sarà sempre più intrecciato con l'utilizzo dell'intelligenza artificiale sia nella gestione dell'operatività (mockup, targetizzazione, programmazione delle campagne) sia nella gestione delle task personali e di team, ma non mi sento ancora di dire che lo sostituirà. Anzi, il valore aggiunto umano crescerà senza dubbio. Mi piacerebbe però che arrivasse una maggiore consapevolezza organizzativa, cioè nel senso che servono più momenti di confronto, formazione condivisa e linee guida chiare. In modo che, tutti questi strumenti super utili che oggi abbiamo, possano essere utilizzati in maniera condivisa e non che siano i soliti strumenti da usare "in autonomia".

B.5 – Interviewee 5

(CRM & Digital Specialist at Stellantis; +3 years of experience)

Q.1: Mi occupo di digital marketing e media planning da tre anni e mezzo. Pianifico tutte le campagne media per i brand Stellantis insieme all'agenzia creativa e gestisco i siti internet di Peugeot e Citroën. Il mio lavoro richiede un forte coordinamento con diversi reparti: CRM, media, IT, per garantire coerenza tra strategia, messaggio e performance delle campagne.

Q.2: Utilizzo strumenti AI in diverse attività operative, come la localizzazione delle matrici prodotto, l'integrazione di brief creativi, o alcune formule di Excel per l'analisi dei dati. Prima facevo tutto manualmente ed i tempi erano molto più lunghi. Queste applicazioni,

pur non rivoluzionando il mio lavoro quotidiano, hanno ridotto i tempi richiesti da procedure ripetitive e operative. Dire che il suo impatto è concreto, ma circoscritto.

Q.3: Per ora i cambiamenti sono parziali e gradualisti. L'impatto al momento è marginale, limitato ad alcune attività specifiche, senza modificare in profondità la natura del mio ruolo. Il mio lavoro resta molto legato alla pianificazione strategica e al coordinamento con altri team. Come detto prima, l'impatto maggiore è sul tempo: alcune procedure richiedono meno ore, permettendomi di dedicarmi di più all'analisi e alla strategia, invece che alle operazioni meccaniche.

Q.4: Ho sviluppato competenze nuove legate soprattutto all'uso delle informazioni di marketing, imparando a leggere i dati con un'ottica più critica e integrata. Lavorare con strumenti di AI richiede infatti una maggiore attenzione alla qualità dei dati, alla loro coerenza e interpretazione. Non basta più saperli gestire tecnicamente, ma serve capire cosa significano davvero. Per questo se c'è una cosa che riconosco al progresso tecnologico, è avermi spinto a rafforzare la parte analitica del mio lavoro.

Q.5: No, purtroppo non oltre che semplici corsi online. Nonostante l'adozione di strumenti basati su AI, non è stata prevista alcuna attività di formazione ben organizzata da parte dell'azienda. Molte volte è capitato e capita ancora, di doverci adattare autonomamente, sperimentando sul campo. Questo significa che impariamo usando direttamente gli strumenti, osservando cosa funziona e cosa no, anche attraverso errori o tentativi. Per fortuna, il mio ruolo lo consente: non lavoro in un contesto critico come quello medico o ingegneristico, dove un errore può avere conseguenze gravi, ma ciò non toglie che le

decisioni che prendo abbiano un impatto economico e strategico rilevante. In questo senso, sperimentare senza un vero percorso di supporto può diventare rischioso, si corre il rischio di usare male gli strumenti o interpretarli in maniera parziale, basandosi più su intuizioni personali che competenze consolidate. Questo indubbiamente evidenzia un gap tra l'introduzione della tecnologia e il supporto organizzativo necessario a valorizzarla appieno. Credo che, con più formazione potremmo sfruttare meglio il potenziale dell'AI, soprattutto in termini di integrazione tra team e nella gestione dei flussi di lavoro. Una formazione mirata aiuterebbe sicuramente a creare un linguaggio comune, evitando che ognuno interpreti l'AI "a modo suo".

Q.6: Non mi fido ciecamente dei suggerimenti dell'AI: li rileggo, controllo le fonti e verifico che non ci siano dati inesistenti o sensibili. Tra l'altro questo mio approccio critico è dovuto anche dal fatto che utilizzo esclusivamente strumenti ufficiali messi a disposizione dall'azienda; quindi, mi sento responsabile del loro corretto utilizzo. In generale l'AI mi aiuta, ma la decisione finale è la mia, direi che è una questione di equilibrio e responsabilità.

Q.7: No, assolutamente. Per me l'AI è un supporto piuttosto che un vincolo nel processo decisionale. Non toglie autonomia, semmai la amplia, perché libera tempo e risorse da compiti meccanici, permettendomi di concentrarmi su attività più strategiche. Credo però che dipenda sempre da come la si usa: il rischio di diventare passivi c'è, ma se la interpreti come uno strumento e non come un sostituto, allora puoi davvero potenziare il tuo ruolo.

Q.8: Sì, decisamente. Ritengo che l'adozione dell'AI abbia migliorato l'efficienza complessiva del team, permettendo di svolgere più

rapidamente attività operative e di avere maggiore tempo a disposizione per la parte di pianificazione strategica e analisi dei risultati. Tuttavia, noto che nel mio team non tutti la utilizzano allo stesso modo. Alcuni sono molto proattivi, curiosi, sperimentano con i nuovi strumenti e trovano soluzioni creative, altri invece rimangono più prudenti e continuano a usare metodi tradizionali. Questa differenza di approccio non è tanto una questione di età o mentalità secondo me, ma deriva dal fatto che non c'è stata una formazione uniforme. Chi ha più familiarità con il digitale o ha avuto esperienze precedenti con l'AI riesce a integrarla meglio nel proprio lavoro, mentre altri si sentono meno sicuri e preferiscono affidarsi a procedure consolidate. Questo crea inevitabilmente un divario interno, non solo nei risultati che diamo, ma anche nella collaborazione. Chi è più avanti tende ad essere autonomo, mentre chi si sente meno preparato resta ai margini di certi processi. In pratica, l'efficienza cresce ma in modo disomogeneo. E qui che ripeto, una formazione comune potrebbe davvero fare la differenza, perché aiuterebbe a creare un linguaggio condiviso e una maggiore coerenza nei processi decisionali.

Q.9: I principali vantaggi sono l'ausilio, la facilità di reperire informazioni e la scoperta di nuovi strumenti. Il rischio è prendere per buono quello che l'AI propone senza controllare le fonti. Credo che la vera competenza oggi sia proprio questa: saper filtrare e interpretare ciò che la tecnologia produce, mantenendo sempre un controllo umano.

Q.10: Non credo che nel breve periodo il mio ruolo subisca cambiamenti significativi a causa dell'AI. Prevedo però che in futuro queste tecnologie avranno un impatto più rilevante nelle attività di gestione delle campagne media e search, dove possono generare efficienza e

precisione. Al contrario, le mansioni di coordinamento e mediazione mi sembrano difficilmente sostituibili, poiché richiedono capacità relazionali e decisionali che restano umane. Come già detto prima, però un punto cruciale sarà la formazione continua. Se non ci sarà un investimento chiaro da parte delle aziende per accompagnare questa transizione, il rischio è di creare due categorie di professionisti: chi riesce a governare l'AI e chi la subisce, usandola passivamente. E a questo vale non solo per le competenze tecniche, ma anche per quelle "umane". Quindi più di una sostituzione uomo-macchina, mi aspetto una ridefinizione dei ruoli, dove il valore aggiunto sarà nella capacità di interpretare, contestualizzare e guidare gli strumenti e non solo usarli. Questa però è una sfida che richiede tanto apprendimento quanto consapevolezza collettiva.

B.6 – Interviewee 6

(CRM & Digital Specialist at Stellantis; 8 years of experience)

Q.1: Sono responsabile della parte digital, web site e CRM per i brand Fiat, Abarth e Jeep. Mi occupo del monitoraggio delle performance di click, SEO, search e navigazione web, oltre che dell'ottimizzazione dell'esperienza utente sui siti. Seguo anche l'aggiornamento mensile delle promozioni, la definizione del piano strategico CRM, il monitoraggio delle performance delle DEM e il coordinamento con brand e agenzie esterne. Lavoro nel marketing dal 2017 e, nello specifico, nel team digitale dal 2022. È un ruolo molto trasversale: collaboro quotidianamente con i report media, IT e customer experience per assicurare coerenza nei messaggi e nei flussi dati.

Q.2: L'intelligenza artificiale è ancora poco sviluppata nel mio ambito, ma ho avuto modo di utilizzarla in qualche attività soprattutto nel CRM, per la segmentazione e il lead scoring. In alcuni casi l'ho impiegata per perfezionare immagini o copy destinati alle DEM, attività che in passato venivano gestite manualmente. Stiamo iniziando a valutarne l'impatto anche nel media planning, per capire come può interpretare le ricerche degli utenti che avvengono su chat, invece che sui motori di ricerca tradizionali.

Q.3: Al momento non noto cambiamenti significativi nelle attività quotidiane, ma si percepisce una transizione. L'AI sta entrando gradualmente e tende a snellire alcune procedure, come i controlli sui dati o la creazione di materiali di comunicazione. Tuttavia, non ha ancora modificato la mia routine in modo sostanziale. Anche se ti semplifica la vita su certe attività, l'AI ti obbliga anche a ragionare diversamente perché il fatto che sia veloce non vuol dire che sia precisa, anzi semmai il contrario. Direi che siamo in una fase di "ibridazione", dove le vecchie logiche e le nuove tecnologie convivono, almeno per ora.

Q.4: No, non direi. Non credo di aver sviluppato competenze completamente nuove, ma sto iniziando a lavorare con una mentalità più aperta verso il dato e verso la sperimentazione. In generale, credo che la competenza più utile sia imparare a capire come l'AI ragiona: non mi riferisco tanto alla programmazione, ma piuttosto capire come filtrare e interpretare i risultati che fornisce.

Q.5: Purtroppo, no. Ad oggi non ho ricevuto una formazione chiara ed efficace. Tutto ciò che so deriva da scambi con colleghi o dall'esperienza diretta sul campo. L'introduzione dell'AI è avvenuta in modo piuttosto spontaneo e frammentato, senza un vero accompagnamento aziendale.

Questo influenza sicuramente il mio approccio a questi strumenti: la percepisco come una grande opportunità , ma anche qualcosa di distante, come se non mi riguardasse del tutto. Senza una formazione chiara, e come se l'AI rimanesse per me una “scatola nera” di cui comprendo le potenzialità , ma non sempre riesco a capire fino in fondo come trattarla. Forse con una formazione mirata questo mio approccio potrebbe cambiare e potrei vivermela con più sicurezza e meno cautela. Infatti, la utilizzo ad oggi solo per quelle attività di cui mi sento davvero padrona del successo, ma evito di affidarle quelle in vece in cui io stessa non sono esperta. Quindi ritornando alla domanda direi che, una formazione maggiore mi aiuterebbe senza dubbio a vedere l'intelligenza artificiale come un'alleata e non come qualcosa da maneggiare con prudenza. E per di più , credo che anche un percorso formativo comune per tutto il team, possa permetterci di sviluppare un approccio molto più coerente e condiviso.

Q.6: Sono piuttosto diffidente, pur riconoscendone “la comodità ”. Ho la preoccupazione che l'intelligenza artificiale possa sostituire parte delle mie attività . Per questo non mi fido completamente dei suoi output: li considero un supporto utile, ma devono essere attentamente monitorati e supervisionati. Quello che noto è che molto spesso l'AI tende a fornire soluzioni troppo standardizzate o poco contestualizzate rispetto alla realtà di un brand, quindi serve ancora una forte componente di giudizio umano.

Q.7: Sì. A volte ho il timore che l'AI possa limitare la mia autonomia decisionale. Non tanto oggi, ma in prospettiva futura. È indubbio che sia uno strumento potenzialmente molto efficace, ma ritengo che non debba mai arrivare a sostituire il lavoro umano. Credo che la vera sfida sia

mantenere la capacità critica, soprattutto per le nuove generazioni che entreranno in un mondo del lavoro già automatizzato: se non imparano a distinguere quando fidarsi e quando no, rischiano di accettare l'AI come unica verità .

Q.8: No, almeno non ancora. Come detto nelle risposte precedenti, manca una guida chiara e un'integrazione completa nei processi di lavoro, quindi è come se ognuno facesse un po' quello che gli pare. E come se ogni volta che la usassi sentissi il bisogno di chiedermi: "quanto posso fidarmi?" e, il più delle volte, la risposta è "poco, almeno per quello che ne so ad oggi". Non è sfiducia totale, ma una prudenza istintiva. Mi accorgo che serve ancora tanta conoscenza e pratica per poterla considerare un vero alleato. Forse il problema non è tanto l'AI in sé , ma il fatto che ci sia stata messa in mano troppo presto, senza un percorso chiaro su come usarla in modo consapevole. Se l'azienda mette a disposizione degli strumenti che possono agevolare il nostro lavoro e la produttività del team, ben venga, non mi tirerei di certo indietro, ma vorrei essere messa nelle condizioni di saperli usare tranquillamente e allo stesso modo dei miei colleghi. Questo per evitare incertezze o risultati disomogenei all'interno del team.

Q.9: Al momento non lo so. Vedo grandi opportunità come altri strumenti in passato. Sicuramente può aiutare in molte attività ripetitive (penso ad esempio a tutti i nostri check che ancora andiamo a fare manualmente) oppure può andare più a fondo nelle analisi dati, fornendo magari analisi e insight molto più rapidamente di quanto oggi fa a mano un'analista. Può anche essere considerata un supporto alla creatività sia a livello di immagini che copy e senza dubbio potrebbe gestire meglio la mole di lavoro, lavorando su molte più campagne

contemporaneamente o supportare più clienti se penso a quello che fanno e-seller, verosimilmente anche a costi più contenuti. I rischi però sono altrettanto evidenti: molto spesso è difficile capire la ratio con cui restituisce output; se i dati che riceve sono errati, fornisce risposte altrettanto errate, quindi ad ogni modo va supervisionato. Altro rischio è l'omologazione, quindi se tutti usiamo gli stessi strumenti finiamo per produrre strategie identiche, senza più differenza tra un brand e l'altro. E poi un enorme punto di domanda riguarda la privacy: l'AI sa tutto di noi, ma noi sappiamo ancora troppo poco di lei. Secondo me, finché non capiremo meglio quello che "pensa" e quello che fa, ci sarà sempre una sensazione di distanza, di qualcosa di potente ma non ancora del tutto trasparente.

Q.10: Credo che il digital cambierà molto velocemente. L'AI non sarà più soltanto un supporto, ma finirà per sostituire direttamente alcune attività ripetitive, come la gestione delle campagne o il reporting. Prevedo interfacce sempre più digitali, chatbot e assistenti virtuali integrati nei processi quotidiani, con un impatto rilevante anche sull'e-commerce, che tenderà ad assomigliare sempre di più all'esperienza fisica di acquisto. Sicuramente emergeranno nuovi ruoli come figure di supervisione e coordinamento dell'AI, capaci di interpretare e dare un senso ai dati. Personalmente però spero che il valore umano resti nel pensiero critico e nella creatività. E quello che l'AI non potrà mai replicare. Forse più che parlare di sostituzione, il rischio maggiore è quello di essere omologati, e questo sarebbe ancora peggio.

B.7 – Interviewee 7

(Brand Lead at Publicis; +10 years of experience)

Q.1: Lavoro come Brand Lead per Peugeot sul mercato Italia da circa un anno, ma sono nel in Publicis da piu di 10 anni, sempre lavorando nel mondo della comunicazione. In passato mi occupavo del coordinamento social media per Fiat. Coordino un team che lavora a stretto contatto con Stellantis, le agenzie partner (come Starcom e Collective) e i reparti interni di CRM e data anlaysis. Seguo la pianificazione creativa delle campagne, il monitoraggio dei siti e la supervisione delle performance digitali. In sostanza, il mio compito e fare da ponte tra la parte analitica e quella creativa, garantendo coerenza tra dati e brand identity.

Q.2: Nel mio ruolo diretto non utilizzo quotidianamente l'AI in modo operativo, ma la incrocio spesso in attivita di coordinamento o revisione dei flussi di lavoro. Per esempio, durante la migrazione e standardizzazione dei file promozionali, abbiamo usato l' AI per automatizzare il confronto dei documenti e individuare errori o duplicazioni. In generale l'intelligenza artificiale sta diventando sempre piu centrale in azienda: viene utilizzata per ottimizzare la reportistica, migliorare i tempi di consegna e supportare la parte analitica. Credo che a lungo andare avra sicuramente un impatto crescente, soprattutto sulla parte tecnica e operativa, ma meno su quelle che attualmente riguardano il mio ruolo, che richiedono inevitabilmente una sensibilita umana.

Q.3: Si, nella velocita dei processi. L' AI permette di ottenere piu risultati rapidamente, ma non sostituisce la supervisione umana. Ogni risultato che otteniamo da questi strumenti viene supervisionato, localizzato e adattato alle specifiche dei brand. Rispetto a prima, oggi dedico meno tempo alla produzione e piu alla revisione, alla valutazione e alla

coerenza dei risultati. Per quanto riguarda il lavoro del team, sicuramente l'intelligenza artificiale ha reso il lavoro più "interconnesso", nel senso che ora i dati e risultati sono accessibili a tutti in tempo reale. Questo ha sicuramente favorito la collaborazione, ma richiede anche più coordinamento per evitare che possa esserci confusione o sovrapposizione di ruoli.

Q.4: Sì, direi che l'AI mi ha costretto a ripensare il mio approccio al tempo e alla priorità delle attività. Non ho acquisito competenze tecniche in senso stretto, ma ho imparato a leggere i risultati sempre con un occhio critico e a capire dove il mio contributo resta indispensabile. Ad esempio, per la localizzazione dei contenuti si può ricorrere all'intelligenza artificiale, ma poi un double check è necessario. Direi che la sfida più grande ad oggi sia riuscire proprio ad integrare la parte tecnologica con quella relazionale, almeno nel mio lavoro. L'AI accelera indubbiamente le operazioni, ma le persone devono restare allineate e questa è una competenza che nessuna macchina può sostituire.

Q.5: Sì, a livello aziendale le formazioni sono ben strutturate. Abbiamo accesso a tutti i tool possibili ed immaginabili, sia per la creazione di contenuti (immagini, testi, video) sia per la gestione di flussi e dati. Ci sono anche molto spesso dei workshop aziendali e incontri internazionali dedicati a capire proprio l'impatto dell'AI sui nostri ruoli. Non sono dei veri e propri corsi tecnici, ma piuttosto momenti di confronto molto utili per comprendere la direzione che sta prendendo l'azienda. In generale sono ben organizzati, ma a volte manca un approccio più "pratico". Ci viene spiegato perché usare l'AI, ma non sempre viene spiegato come usarla nelle attività quotidiane. Detto questo, credo di essere comunque abbastanza privilegiata rispetto ad

altri reparti dove questo tipo di formazione non è ancora arrivato. In generale credo che la consapevolezza e la fiducia nella tecnologia nascano proprio da questo, cioè da una vera formazione continua che ci faccia sentire accompagnati nel cambiamento.

Q.6: In realtà ho una grande fiducia in questa evoluzione, a patto che sia sempre calibrata con la parte umana. Nei progetti complessi, soprattutto quando si parla di creatività o posizionamento, l'intuito umano resta determinante. Sicuramente l'AI può aiutare a fare ordine tra i dati o indicarti delle direzioni, ma non può di certo sostituire la capacità di interpretare il contesto e le aspettative dei clienti. Per me l'equilibrio ideale è 50 e 50: la macchina analizza e l'uomo decide.

Q.7: No, sinceramente non direi che riduca la mia autonomia, ma in certi momenti la sposta. Prima prendevo decisioni basandomi sull'esperienza o sulle intuizioni del team, ora invece il più delle volte il punto di partenza è un dato, una percentuale o un modello predittivo. Non la vedo come una perdita di libertà o autonomia, ma una ridefinizione del processo decisionale. È come se l'AI ti costringesse a giustificare tutto, anche cose che prima facevi "a sensazione". Questo da un lato è molto utile, ma allo stesso tempo può anche togliere spontaneità o rallentare la creatività. Che renda il mio lavoro meno chiaro no, più o meno. Quando usiamo un suggerimento che nasce da un algoritmo, diventa meno chiaro chi ne è davvero responsabile: il sistema, chi lo ha impostato o chi lo approva? Questo sicuramente crea molti punti di domanda e molte zone grigie, che forse prima non esistevano.

Q.8: Sì, ma non in modo lineare. La produttività è aumentata sicuramente, soprattutto nelle fasi di analisi e di controllo qualità. L'AI riduce gli errori manuali e velocizza le consegne, ma allo stesso tempo ci

mette piu pressione. Ora e tutto così veloce e di conseguenza anche le aspettative aumentano. In certi momenti e come se la velocita abbia preso il posto della riflessione. E questo succede anche con i clienti: quando chiedono una lavorazione particolare, magari su un sito o una campagna, e comunichiamo i tempi di lavorazione ci sentiamo dire “al giorno d’oggi tutto questo tempo?” C’e quasi la convinzione che con tutta questo progresso tecnologico, sia tutto automatico e immediato. Allora mi chiedo, che senso avrebbe il nostro lavoro? Che senso avrebbe ancora la mia figura se una macchina puo fare tutto al nostro posto e un cliente preferirebbe addirittura il risultato, solo perche “piu veloce”? Temo che non tutti capiscano davvero cio che c’e dietro: si, fai prima, ma poi devi rivedere, controllare, correggere. All’interno del mio team, noto un approccio diverso a seconda delle generazioni: chi e piu giovane magari tende a fidarsi maggiormente, mentre chi ha piu esperienza sente ancora il bisogno di verificare ogni passaggio. Credo che la vera sfida stia nel trovare un equilibrio tra fiducia e controllo perche , se corri troppo rischi di perdere un po’ il senso di quello che stai facendo.

Q.9: Il vantaggio principale e la possibilita di gestire processi complessi in modo piu ordinato: flussi piu snelli, decisioni piu rapide e dati sempre disponibili. Il rischio maggiore pero , almeno a mio avviso e che, quando ci si affida troppo a questi strumenti, il cervello tende ad “addormentarsi”. E questo sarebbe molto pericoloso nel mio settore, dove creativita e relazione continua sono fondamentali. C’e il rischio che la tecnologia, anziche librare tempo per pensare meglio, finisca per riempirlo con attivita automatiche riducendo spazie per la riflessione. Quindi sicuramente l’AI e un acceleratore straordinario, ma va gestita con consapevolezza, altrimenti rischia di appiattire il pensiero.

Q.10: Credo che nel mio ruolo l'AI porterà ad un'ottimizzazione delle parti procedurali, lasciando più spazio alla formazione e all'approfondimento di dinamiche più strutturali, ma non temo una sostituzione. Piuttosto prevedo una trasformazione delle competenze, nel senso che serviranno figure capaci di tradurre il linguaggio dei dati in decisioni concrete, che si occupino proprio di garantire un uso etico e intelligente della tecnologia. Quello che mi auguro è che il progresso porti più tempo per pensare e meno tempo per compilare file, questo sarebbe già una grande rivoluzione.

B.8 – Interviewee 8

(CRM & Digital Specialist at Stellantis; 2 years of experience)

Q.1: Lavoro in questo ruolo da ottobre 2023, mi occupo di Digital e CRM per i brand Alfa, Lancia e DS, seguendo le attività legate a ADV, website e CRM. In passato ho lavorato sia nel marketing e comunicazione, sia nell'ufficio stampa. Collaboro spesso con partner esterni e agenzie, in particolare per la gestione delle campagne digitali e la definizione delle strategie di comunicazione.

Q.2: Ho partecipato ai corsi aziendali su Copilot e lo utilizzo in alcune attività quotidiane, ma resto un po' scettico su certi aspetti. Lo trovo utile per cercare informazioni o sintetizzare contenuti, anche se inizialmente attingeva da un numero limitato di fonti e restituiva risultati troppo generici. Ora si sta affinando e i risultati sono più coerenti. Ho anche sentito colleghi che lo hanno utilizzato per fusioni di documenti o elaborazioni testuali oppure per fare recap delle riunioni, risparmiando molto tempo. Quindi, pur con qualche riserva, riconosco che può rendere il lavoro più rapido.

Q.3: Sì, credo che l'impatto dell'AI sarà sempre più positivo, perché agevola diverse attività operative. All'inizio era più "superficiale", ora sta diventando più preciso. Oggi, può aiutare a ridurre i tempi di elaborazione, anche se resta importante la revisione umana, soprattutto per evitare errori o interpretazioni sbagliate. A livello di team, noto un approccio ancora prudente: molti colleghi la usano come strumento di supporto, ma non come sostituto del proprio lavoro.

Q.4: Non direi che il mio approccio al lavoro sia cambiato, quello dipende più dalla formazione e dall'esperienza professionale. L'AI è un facilitatore, ma io preferisco non affidarmi troppo per evitare di "disabituarmi" a fare certe cose da solo. È una forma di resistenza personale, forse più psicologica. Temo un po' di atrofizzarmi professionalmente, perché siamo già assistiti in tante attività. Però riconosco che, man mano che si affinerà, potrà aiutare davvero. Per ora scelgo di limitarmi, ma capisco che in futuro sarà inevitabile integrarla di più.

Q.5: Sì, l'azienda ha organizzato formazione su Copilot, seguita da incontri di follow-up. È stato un buon punto di partenza, ma tutta la formazione era online e piuttosto teorica. Penso che una formazione più pratica e in presenza funzionerebbe meglio, soprattutto se qualcuno ti spiega direttamente come applicarla al tuo lavoro. Se ricevessi un supporto più strutturato, probabilmente cambierei anche il mio approccio: mi sentirei più sicuro e disposto a sperimentare.

Q.6: Mi fido ma non al 100%. L'AI ha una grossa probabilità di essere vero e fornire risposte corrette, ma mantengo sempre una certa dose di incertezza. In fondo, la mia formazione è in comunicazione, e so che nessuna fonte è mai completamente neutrale. Anche l'AI riflette l'intento

di chi la programma o la addestra. La capacità di questi sistemi di apprendere non è di certo limitata, ma ho forti dubbi sull'interesse di chi ti suggerisce. Nel team credo ci sia un po' la stessa percezione per tutti: ci si fida, ma si tende sempre a verificare. Non è un rifiuto della tecnologia, ma un modo per restare critici e non dipendenti da uno strumento.

Q.7: Per ora no, non ho percepito una riduzione della mia autonomia. Anzi, la vedo come un potenziale da esplorare, ma mi preoccupa il tema della privacy e dei dati personali. Non sappiamo davvero dove vadano a finire le informazioni e chi le utilizzi. E questo, più che la perdita di controllo operativo, che rappresenta per me il rischio più concreto.

Q.8: Sì, ha semplificato molte mansioni, soprattutto quelle operative. Penso a lavori quotidiani come redigere documenti, preparare presentazioni o analizzare dati in Excel: sono molto più veloci, ma serve comunque una revisione accurata. In termini di efficienza, i tempi si riducono, ma solo se chi la usa ha la formazione necessaria. Senza conoscenza di base, rischi di non sfruttarla davvero o di dover rifare il lavoro dopo.

Q.9: Tra i vantaggi direi velocità, semplificazione dei processi e maggiore immediatezza nell'esecuzione dei compiti. Il principale rischio, invece è affidarsi troppo. Non bisogna chiedere all'AI di prendere decisioni o di ragionare al posto nostro. Deve rimanere un supporto, mentre il giudizio e l'esperienza devono restare umani.

Q.10: Non penso che l'AI possa sostituire del tutto ruoli come il mio, perché la parte strategica e relazione non può essere automatizzata, almeno per ora. È un lavoro che richiede comprensione del contesto,

empatia e capacita di mediazione tra diversi attori. Credo pero che sia fondamentale continuare a studiare e informarsi, perche chi sapra governare questi strumenti e non subirli, fara la differenza.

B.9 – Interviewee 9

(CRM & Digital Specialist at Stellantis; 7 months of experience)

Q.1: Lavoro nel Digital Sales e mi occupo di selling online da circa sette mesi. Il mio ruolo e principalmente quello di account tra Stellantis e l'agenzia CSC, che gestisce gli e-seller. Mi occupo di supervisionare le loro attivita , fornire informazioni, controllare il corretto funzionamento dei portali e-commerce dei nostri siti web e controllare che essi siano ben configurati dal punto di vista della user experience, riportando eventuali anomalie. Un'altra parte importante del mio lavoro riguarda la gestione del budget annuale per progetti SOL e la verifica dei principali KPI, come le performance degli ordini e i tassi di conversione. In questo momento stiamo anche lavorando ad un progetto di Dashboard AI per il 2026, pensata per supportare gli e-seller con script personalizzati e funzioni di profilazione predittiva dei clienti. L'obiettivo e migliorare l'esperienza d'acquisto e fornire insight piu precisi sui comportamenti e motivo di acquisto dei clienti.

Q.2: L'Intelligenza artificiale e entrata nel mio lavoro in modo graduale, soprattutto come supporto per attivita di reportistica e analisi. Prima molte operazioni, come elaborazione dei dati e controllo dei flussi, venivano fatte manualmente su Excel. Ora, grazie a strumenti come Copilot, posso velocizzare molto il processo e infatti lo uso per sintetizzare dati, individuare tendenze o anche impostare delle strategie per presentazioni. Oppure, mi suggerisce KPI da mettere in evidenza o

le aree di miglioramento per la user experience dei siti. Ovviamente sono delle semplificazioni che non sostituiscono il mio lavoro, ma semplicemente lo rendono più fluido e ragionato.

Q.3: Sì, decisamente. Alcune attività di controllo e analisi sono più veloci, ma ovviamente richiedono tanta precisione. Da un lato l'AI ha semplificato la parte tecnica, ma dall'altra aumenta la responsabilità nel validare le informazioni che produce. In termini di collaborazione, con questi strumenti oggi il lavoro è diventato più interconnesso, perché i dati e i risultati si condividono molto più rapidamente tra i team. Anche la comunicazione con l'agenzia esterna è migliorata, ma ovviamente una figura umana che prenda poi decisioni concrete serve sempre.

Q.4: Sì, mi trovo bene con Copilot perché mi velocizza il lavoro e mi dà molti consigli, ad esempio su come impostare una presentazione, sui trend KPI, spesso mi dà valori di mercato automotive o spunti su cui focalizzarci per migliorare. È come lavorare con un "assistente virtuale" che stimola il ragionamento e la curiosità. E, mai avrei pensato di poterlo dire, ma l'AI mi sta insegnando ad essere più autonoma e organizzata nel gestire i flussi di lavoro.

Q.5: Sì l'azienda ci ha fatto fare un corso obbligatorio chiamato GenerationAI, grazie al quale ho scoperto l'esistenza di Copilot e alcune regole di base sull'uso dell'intelligenza artificiale in azienda. Il percorso è stato utile per familiarizzare con lo strumento, ma era piuttosto introduttivo. Molto spesso si pensa che l'utilizzo dell'AI a lavoro riduca le nostre capacità di apprendimento, ma per me non è così. È come avere un maestro che ti aiuta, ti corregge e ti offre spunti e se usato come si deve, stimola anche la tua creatività. Non è vero che chi utilizza l'intelligenza artificiale non impara nulla, anzi è come se ti insegnasse

qualcosa a cui forse non avresti mai pensato da solo. A volte è un maestro, a volte è come un collega cui chiedere un'opinione. Nonostante il corso sia stato utile, mi farebbe piacere ci fosse un livello successivo molto più tecnico, ad esempio su come usare questi strumenti con i flussi di dati reali o su come usarli per la reportistica. Sicuramente sarebbe un valido aiuto, anche per ridurre la mole di lavoro e concentrarci su attività meno ripetitive che invece richiedono la nostra presenza al 100%.

Q.6: Direi che mi fido abbastanza di questi strumenti, solo dopo aver verificato che ciò che propone abbia senso nel contesto del progetto a cui sto lavorando. Ad esempio, se Copilot mi suggerisce di evidenziare un determinato trend o indicatore, controllo sempre che i dati di partenza siano corretti e aggiornati. L'AI può essere rapida e intuitiva, ma non conosce tutto ciò che "non è detto" del nostro lavoro, quelle sfumature umane che solo l'esperienza ti dà. Diciamo che utilizzo l'intelligenza artificiale come compagno di brainstorming, non come un sostituto. Mi aiuta a esplorare attività, ma la decisione finale resta sempre mia.

Q.7: No, al contrario. Come ho detto prima sento che in un certo senso aumenti la mia autonomia. È paradossale, lo so, ma lo credo davvero. Mi aiuta a prendere decisioni rapide, a ragionare su cose che prima avrei dovuto chiedere a qualcuno più esperto. Allo stesso tempo credo che renda il modo di lavorare "più democratico": anche chi è entrato da poco in questo settore e non ha esperienza, può accedere subito ad una grande quantità di info e best practice. Forse sicuramente per le figure junior ci possa essere il rischio di dipendere troppo dalle risposte della macchina, ma credo che con il tempo imparino a bilanciare fiducia e

controllo. Io stessa ho imparato a farlo già dopo i primi mesi in questo ruolo.

Q.8: Sì sicuramente. L'AI ha ridotto almeno del 50% i tempi di alcune attività, come revisione dei dati o preparazione di report. Ci ha permesso di concentrarci di più su progetti a valore aggiunto, come strategia di vendita e personalizzazione dei percorsi utente. Però la produttività, secondo me, dipende molto da come viene usato lo strumento. Magari chi è più curioso o ha maggiore dimestichezza con la tecnologia riesce a sfruttarla meglio, mentre chi è più diffidente tende a usarla solo in modo superficiale. Questo crea un po' di squilibrio all'interno del team, motivo per cui credo che debbano essere inseriti momenti di condivisione e confronto, così che l'AI possa diventare un supporto collettivo e non solo individuale.

Q.9: I principali vantaggi sono la velocità e l'efficienza, con questi strumenti risparmi tempo e migliori la qualità delle analisi. In più, per chi come me ha una relativamente nuova nel settore, rappresenta anche una risorsa di apprendimento, perché ti aiuta a strutturare le attività e ti mostra le logiche. Riguardo ai rischi, ad oggi non ne vedo ancora molti e non vedo alcuna minaccia alla mia professione. Forse se proprio dovessi trovarne uno, potrebbe esserci il pericolo di abituarsi troppo alla comodità dell'automazione e smettere di chiedersi il perché delle cose.

Q.10: Credo che il mio ruolo continuerà a evolversi verso una dimensione più "ibrida", dove la parte di raccolta ordini e pulizia dei dati diventerà sempre più automatizzata, mentre la parte di account management diventerà più strategica. Magari mi concentrerò molto di più sull'interpretazione, sulla relazione con le agenzie e sulla creatività delle soluzioni, ma di certo non credo che spariranno figure come la mia.

Indubbiamente cambieranno le priorità, meno operatività e più visione. Se posso aggiungere una speranza personale, mi piacerebbe che si investisse molto di più nella formazione continua, perché solo così potremo davvero crescere insieme alla tecnologia.

B.10 – Interviewee 10

(CRM & Digital Specialist at Stellantis; 7 years of experience)

Q.1: Lavoro come CRM & Digital Specialist da circa 7 anni, presso Stellantis. Mi occupo di analisi performance del Digital Media. Tra le principali attività che svolgo ci sono: monitorare i principali KPI e di evidenziare i punti di forza, debolezza ed efficacia delle azioni messe in atto. Inoltre, con un focus sulle sedi storiche, riuscire ad anticipare trend futuri. Infine, fornire report/dati in maniera rapida ed esaustiva per agevolare le decisioni da prendere. È un ruolo che richiede attenzione ai numeri e capacità di interpretare i risultati in modo rapido e preciso.

Q.2: Non utilizzo direttamente strumenti predittivi come la segmentazione automatica o il lead scoring, ma i dati con cui lavoro provengono anche da sistemi che usano l'intelligenza artificiale. Per esempio, molte analisi e metriche che riceviamo oggi vengono già elaborate da piattaforme automatizzate. Prima la maggior parte di queste attività veniva fatta manualmente, ma ora ci affidiamo molto di più agli strumenti di automazione.

Q.3: Sì, direi che l'impatto si sente soprattutto nei tempi di lavoro. Alcune operazioni di raccolta e pulizia dei dati sono molto più rapide, quindi possiamo dedicarci di più su attività come analisi e prendere decisioni. Allo stesso tempo, molto spesso bisogna verificare la correttezza dei dati

generati dalle piattaforme. Molte volte mi è capitato di leggere dati non coerenti che richiedevano un intervento.

Q.4: Direi che l'approccio è cambiato nel senso che ora è importante saper interpretare i dati prodotti dall'AI. Non basta più solo saper leggere i numeri, ma invece serve capire come sono stati generati, cosa indicano e quando possono essere sbagliati. Questo inevitabilmente richiede un po' di spirito critico e di capacità analitica. Questi strumenti indubbiamente sono un aiuto in ambito lavorativo, ma prima di una consegna, che sia di un report o qualsiasi altro task che ti viene assegnato, è importante ricordarsi che il risultato finale porta il tuo nome. Non puoi consegnare qualcosa che non hai verificato o che non rispecchi davvero il tuo giudizio professionale.

Q.5: Ho ricevuto solo una breve formazione online su Copilot, una sorta di introduzione all'uso di questo strumento. È stato utile per avere un'idea generale di cosa può fare ed orientarsi, ma non la definirei una vera e propria formazione. Da quel momento continuo ad organizzarmi da solo, cercando di imparare attraverso l'esperienza diretta e confrontandomi con i colleghi. Penso che l'assenza di una formazione strutturata si senta, soprattutto quando bisogna usare questi strumenti in modo più avanzato o cosa più importante, riuscire a capirne i limiti. Ti trovi a sperimentare, ma non sempre sei sicuro che lo stai facendo nel modo giusto. Sicuramente credo che con un percorso più approfondito, potrei lavorare con maggiore sicurezza e fiducia nei risultati. Questo non significa che con più formazione adotterei maggiormente l'AI nel lavoro, anzi. Semplicemente avrei più consapevolezza delle sue capacità e saprei valutare meglio ciò in cui può aiutarmi e in cosa invece sia meglio che me ne occupi da solo.

Q.6: Credo che l' AI sia molto utile per velocizzare alcune operazioni, ma non mi fido ciecamente dei risultati. La uso come supporto, ma poi verifico sempre. Molto spesso faccio dei test su ricerche che già conosco, per capire se le sue risposte sono in linea con quanto mi interessa. Credo che il rischio maggiore sia perdere il controllo e il pensiero critico, soprattutto se ci si abitua a prendere per buoni i consigli di una macchina senza chiedersi il perché .

Q.7: Nel mio lavoro attualmente non direi che ci sia una perdita diretta di autonomia, ma vedo il rischio che in futuro i suggerimenti dell' AI possano condizionare la libertà di pensiero e decisione. È facile farsi influenzare da strumenti che sembrano sempre giusti o più rapidi, ma bisogna ricordarsi che l' AI può indirizzare, e non deve mai sostituire il giudizio umano. Non la vivo come una minaccia immediata, ma ho il timore che con il tempo la tecnologia possa rendere alcune scelte troppo "automatiche", riducendo la parte di analisi personale e confronto.

Q.8: Sì. Ha sicuramente migliorato la produttività , soprattutto per le attività ripetitive. L' AI riduce i tempi di lavorazione, ma richiede più attenzione e supervisione. Quindi da un lato lavoriamo più velocemente, dall'altro ci vuole più responsabilità e controllo umano.

Q.9: Tra i principali vantaggi metterei sicuramente la facilità nel reperire informazioni in modo più rapido e il fatto che l'AI rappresenta un ottimo supporto operativo, migliorando l'automazione di molte attività ripetitive. Dall'altra parte, però , ci sono anche dei rischi: quello di lasciar fare troppo all'intelligenza artificiale, perdendo il ruolo di attore principale e le proprie idee. Inoltre, vedo anche un rischio di appiattimento e omologazione: se tutti usano gli stessi strumenti e si fidano ciecamente dei risultati, finiamo per produrre contenuti e idee

molto simili, senza più quella diversità di approccio che fa la differenza nel lavoro.

Q.10: Credo che in futuro verranno automatizzate soprattutto le attività di raccolta dati e creazione dei report, perché sono quelle più standardizzabili. Tuttavia, prendere decisioni resterà un compito umano, soprattutto nel mio settore. Ci sarà sempre bisogno di qualcuno che legga i dati, li interpreti e decida come agire, perché l'AI può fornire informazioni, ma non sostituisce il giudizio e la sensibilità che servono per tradurle in azioni concrete.

B.11 – Interviewee 11

(Intern CRM Project Manager; 2 months of experience)

Q.1: Attualmente ricopro il ruolo di Intern CRM Project Manager per il mercato Italia, con responsabilità legate alla gestione delle campagne CRM, seguendole dalla fase di concept fino all'attivazione e al monitoraggio dei risultati. Oltre alla parte operativa, supporto anche il team locale nella definizione delle strategie CRM, fornendo linee guida e best practice, con un focus costante sull'ottimizzazione delle performance e sull'innovazione. Collaboro spesso con partner esterni e con la parte media, essendo che il CRM oggi non è un'attività isolata ma una rete di interazioni continue.

Q.2: Sto iniziando a utilizzare strumenti basati sull'intelligenza artificiale in diverse attività, in particolare nell'automatizzazione di benchmark e analisi comparative tra campagne. Si tratta di attività che prima venivano svolte manualmente, con un forte dispendio di tempo, e che oggi, grazie all'AI, possono essere semplificate e rese più agili, lasciando spazio all'interpretazione strategica dei risultati.

Q.3: Anche nel mio piccolo, ho percepito un cambiamento: oggi i tempi dono piu rapidi e serve maggiore prontezza mentale. L'introduzione dell'AI mi ha portata a rafforzare alcune competenze analitiche e a sviluppare una maggiore sensibilita nell'interpretazione dei dati automatizzati. Ho anche modificato il mio approccio, dedicando piu attenzione alla valutazione critica dei suggerimenti generati dall'AI e integrandoli nel processo decisionale con maggiore consapevolezza.

Q.4: Ho sicuramente modificato il mio approccio, dedicando piu attenzione alla valutazione critica dei suggerimenti generati dall'AI e integrandoli nel processo decisionale con maggiore consapevolezza.

Q.5: Ho ricevuto in parte un supporto pratico sul campo, in affiancamento all'introduzione di nuovi strumenti. Sebbene non ci sia stato un percorso formale strutturato, il supporto ricevuto e stato utile per iniziare a familiarizzare con alcune funzionalita . Una formazione piu completa, anche di tipo strategico e molto piu pratico, potrebbe sicuramente rendere l'adozione piu efficace nel lungo termine. A volte la sensazione e quella di imparare "facendo", ma senza avere una guida chiara sul perche certe cose funzionano.

Q.6: Li considero un supporto utile, soprattutto per velocizzare alcune analisi.

Tuttavia, tendo a non accettarli in modo automatico, ma a valutarli nel contesto della strategia CRM specifica del mercato italiano. Spesso li integro con insight qualitativi o con la conoscenza del comportamento degli utenti locali. Credo che l'AI sia utile, ma solo se c'e una persona che mantiene il controllo finale delle decisioni.

Q.7: No non penso proprio, anzi finora l'AI ha agito come un alleato che mi permette di lavorare con maggiore precisione e focus, ma può togliere un po' di chiarezza.

L'importante però è non perdere il controllo sul processo, se i suggerimenti non sono trasparenti o spiegabili, possono generare incertezza. Quando sei agli inizi, non sempre si capisce da dove arrivano i suggerimenti o su quali logiche si basano. Forse è anche chi ha più esperienza si sente più tranquillo, mentre per chi è all'inizio come me è tutto un po' sperimentale.

Q.8: Sì, l'AI ha aumentato la produttività personale, soprattutto nella fase di analisi e nella gestione delle campagne. Anche in termini di team, l'efficienza migliora quando possiamo disporre di strumenti che automatizzano task operativi, liberando risorse per la parte strategica. Quello che vedo è che, chi lavora da anni tende ad essere molto più cauto, mentre noi più giovani siamo molto più curiosi, e quindi maggiormente esposti al rischio di fidarci troppo. Non è questione di poca volontà, ma semplicemente che avendo ancora poca esperienza non riusciamo forse ad individuare gli errori meno evidenti. Per questo credo che serva un equilibrio e un confronto costante nel gruppo, perché le generazioni possono imparare molto l'una dall'altra.

Q.9: I principali vantaggi sono sicuramente una riduzione del carico operativo e un accesso più rapido a insight utili, oltre ad una maggiore reattività nell'ottimizzazione delle campagne. Il rischio però è quello di perdere un po' il controllo, se non si capisce come vengono generati i risultati e di diventare troppo "spettatori". Per chi è all'inizio può essere facile dire "l'ho fatto l'AI, quindi è giusto". Io cerco di usarla come un confronto, non come una scorciatoia. Penso che questi vantaggi e rischi

siano condivisi da chi ricopre ruoli simili al mio, anche se il livello di fiducia e familiarità con gli strumenti può variare.

Q.10: Credo che il mio ruolo evolgerà in direzione sempre più ibrida tra tecnologia e strategia. La parte operativa sarà sempre più automatizzata, mentre ci sarà una crescente richiesta di capacità interpretativa, visione strategica e gestione dei processi decisionali complessi. In particolare, vedo come probabile l'automazione della reportistica e della segmentazione semplice, mentre resteranno fondamentali le competenze legate alla comunicazione, creatività, localizzazione e personalizzazione delle strategie. Da junior, vedo l'introduzione dell'AI come un'opportunità enorme, e non sono spaventata da essa. Mi piacerebbe però che l'azienda investisse di più in questo perché non basta sapere usare gli strumenti, serve imparare ad usarli in modo consapevole. Ho paura che chi è alle prime armi come me possa, saltando la parte "manuale" del lavoro, perdere un po' il senso del proprio lavoro. Quindi mi piacerebbe crescere, lavorativamente parlando, in un ambiente dove si possa dare sempre più fiducia a questi strumenti, ma che al tempo stesso non permetta mai di perdere l'intuito umano, che poi è quello che ti distingue dagli altri.

B.12 – Interviewee 12

(Media Planner & Data Analytics; +30 years of experience)

Q.1: Sono responsabile pubblicità per il brand Opel. Mi occupo di costruire messaggi pubblicitari del brand, sia online che offline, oltre a supervisionare le campagne sul territorio. Lavoro in questo ambito da diversi anni e collaboro con diversi team interni, in particolare marketing, comunicazione e IT, oltre che con agenzie esterne per la parte

creativa e media. Con l'esperienza, ho imparato a gestire i processi in modo integrato: oggi serve avere una visione ampia, perché ormai i confini tra marketing tradizionale e digitale sono molto sfumati.

Q.2: Utilizzo l'AI soprattutto per le traduzioni e come fonte di ispirazione: la uso per raccogliere spunti su messaggi pubblicitari o campagne, oppure per confrontare diverse formulazioni linguistiche. In passato queste attività erano totalmente manuali, ora invece l'AI offre un primo livello di elaborazione che accelera il processo creativo, anche se resta necessario rielaborare tutto con il proprio giudizio professionale.

Q.3: Sì, il lavoro è diventato molto più fluido e rapido, soprattutto quando si capisce come interagire con l'AI. È un valido aiuto, ma non sostituisce la persona. La considero una "suggerimento", un punto di partenza da rielaborare. Rispetto a prima, serve più attenzione nel discernere: oggi la differenza la fa la capacità di capire cosa vale la pena prendere dall'AI e cosa invece è solo rumore.

Q.4: Non direi di aver sviluppato nuove competenze tecniche, ma l'approccio sì. Cerco di integrare questi strumenti nel mio modo di pensare, senza farmi condizionare troppo. Forse questo deriva anche dalla mia esperienza: avendo lavorato a lungo nel settore, ho un certo senso critico nel valutare ciò che è davvero utile. L'AI può aiutare, ma la parte creativa e di pensiero resta umana.

Q.5: L'azienda mi ha offerto un corso, ma non ho avuto modo di seguirlo per mancanza di tempo. Detto ciò, credo molto nel potenziale dell'AI e penso che con una formazione più strutturata potremmo sfruttarla meglio. Non sono scettico verso la tecnologia, ma resto convinto che la persona resti superiore alla macchina, perché le informazioni e la logica che stanno dietro l'AI derivano comunque da esseri umani. Con più

formazione, sono certo che riusciremo a usarla in modo più efficace e con maggiore fiducia.

Q.6: Li prendo come spunti da cui partire, non come risposte definitive. Faccio sempre un passo indietro e rifletto prima di accettare una soluzione proposta dall'AI. Penso che sia fondamentale mantenere la capacità di elaborare il proprio pensiero: l'AI può dare delle idee, ma non deve sostituire il processo creativo o decisionale.

Q.7: Sinceramente no. Forse anche perché ho una lunga esperienza alle spalle e quindi non vivo la tecnologia come una minaccia. Penso che chi ha un bagaglio professionale solido abbia anche più strumenti per governarla, non per essere condizionato. Sappiamo distinguere cosa accettare e cosa invece va rielaborato. Mi capita infatti di notare una certa differenza con i lavoratori molto più giovani di me, che tendono a fidarsi di più dello strumento e a prendere per buono ciò che propone. Non è necessariamente un errore, ma credo che l'eccessiva fiducia nell'automazione possa ridurre la capacità di pensiero autonomo. Io invece, continuo a considerare fondamentale il giudizio personale: l'AI deve essere un mezzo, non una scorciatoia.

Q.8: Sì senza dubbio. La produttività è migliorata, specialmente per le attività più operative. L'AI riduce i tempi e permette di avere più alternative in meno tempo, ma serve comunque il filtro umano per decidere cosa è valido. Nel mio team, per esempio, spesso ci confrontiamo sui risultati prodotti dall'AI: il confronto collettivo resta centrale, ed è questo che garantisce la qualità alla fine.

Q.9: Tra i vantaggi direi la velocità nel reperire informazioni e la possibilità di avere un confronto costante con una grande quantità di dati e info che ci sono in rete. Il rischio, invece, è che molte persone la

usino per sostituire del tutto il proprio pensiero, Io ritengo che il cervello di una persona sia molto più evoluto di questa cosa che è chiamata Intelligenza Artificiale, ma che in realtà intelligente non è. Può sicuramente aiutare a organizzare le informazioni, ma non a costruire una visione originale. La differenza la fa la volontà delle persone di elaborare, non solo di “accettare” ciò che la macchina propone. È un po' come fare una ricerca di mercato, puoi raggiungere tantissime informazioni, ma poi sta a te prendere e adattarle al tuo scopo.

Q.10: Potrebbe succedere, ma mi auguro di no. Piuttosto ho paura che possa esserci un rischio di deresponsabilizzazione, nel senso che l'AI potrebbe spingere alcuni a delegare troppo. Nel mio ambito, non credo però che possa sostituire davvero il lavoro umano. Forse automatizzerà alcune parti di analisi o reportistica, ma la componente creativa resterà sempre insostituibile. In ogni caso, tutto dipenderà da come scegliamo di approcciarsi alla tecnologia e sono certo che non potrà mai sostituire completamente chi è capace di usarla con senso critico e consapevolezza.

