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Exploration of the Role of AI in E-marketing: A Case Study of M&S

By Brain Writes Experts

Declaration

I declare that this dissertation is my own work; I am also declaring that classroom lectures of faculty member of our university guided me to make this dissertation. This dissertation is in accordance with university guidance on good academic conduct.

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Acknowledgement

I would like to express my acknowledgement towards all the people surrounding me who Motivated me during the continuation of this project to make it a successful one. I would like to Express my sincere thankfulness to my supervisor for guiding me continuously during this Project by learning my doubts and offering me valuable information. Lastly, I would like to Thank my family, peers, and friends for motivating me to finish this project successfully on time.

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Abstract

This study investigates the integration of artificial intelligence (AI) in e-marketing strategies, focusing on its implications for retail giant Marks & Spencer (M&S). Through a comprehensive analysis of the company's AI initiatives, the research explores how AI technologies enhance marketing effectiveness, influence consumer behaviour, and contribute to financial growth. Utilizing qualitative research methods, including literature review and case study analysis, the study examines M&S's adoption of AI-driven solutions and its impact on e-marketing success. The findings reveal that M&S leverages AI technologies, such as image recognition systems, to optimize e-marketing efforts, streamline operational processes, and improve customer engagement. Despite encountering challenges such as error recognition limitations, the implementation of AI has demonstrated significant benefits for M&S, including enhanced brand awareness, increased sales revenue, and improved customer satisfaction. Theoretical frameworks, including Maslow's Hierarchy of Needs theory and Market Segmentation Theory, are employed to contextualize the findings within established paradigms and provide theoretical insights into the role of AI in e-marketing. Practical implications for businesses adopting AI in e-marketing are discussed, emphasizing the importance of addressing challenges and optimizing AI implementation strategies. Based on the research findings, recommendations for future research are provided, focusing on exploring AI's potential in the fast-fashion industry and enhancing customer experience through AI-driven solutions. The study concludes with reflections on the research process, highlighting both strengths and weaknesses encountered, and outlining an action plan for personal and professional development.

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List of Acronyms

Acronym	Full Form
AI	Artificial Intelligence
M&S	Marks & Spencer
RO	Research Objective

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1 Chapter 1: Introduction

1.1 Background

E-marketing which is also called digital marketing is nowadays a strategic way for market promotion of an organisation. Organisations have adopted the method of digital marketing by avoiding the traditional Marketing method which helps the organisations to enhance their business in the international market (Junaidi, 2020). The biggest opportunity that organisations are getting by adopting the tools of digital marketing is that they get their organisations promoted through the internet within a minimum time limit and with less effort. The traditional marketing styles are not able to promote the companies in the international market. The method of digital marketing includes several tools, such as content marketing, email marketing, influencer marketing, SEO, and so on. All of the tools enhance the quality of digital marketing and increase the sales of the organisations. Nowadays companies are also incorporating AI technology in the method of digital marketing. Artificial Intelligence helps to stimulate the process of human intelligence with the help of computing systems. Nowadays artificial intelligence has been an integral part of all business organisations. Organisations are incorporating it to enhance work efficiency, and productivity and encourage customer satisfaction. In the digital marketing system, artificial intelligence is also providing several opportunities. Most organisations are incorporating AI technology to enhance their digital marketing system to make it more efficient and productive. The digital marketing process is done manually which takes a lot of time and effort. On the other hand, when the AI system is incorporated with the system of digital marketing it gears up the process with the automation technology. Incorporating AI systems in digital marketing technology organisations are getting benefited as the market promotion is done in a low amount of time with less spending and less effort. In the digital marketing system, AI technology creates the content automatically within a minimum time limit by using Natural Language Processes. AI technology in digital marketing helps to enhance the experience of customers by enhancing communication with them through AI Chatbots.

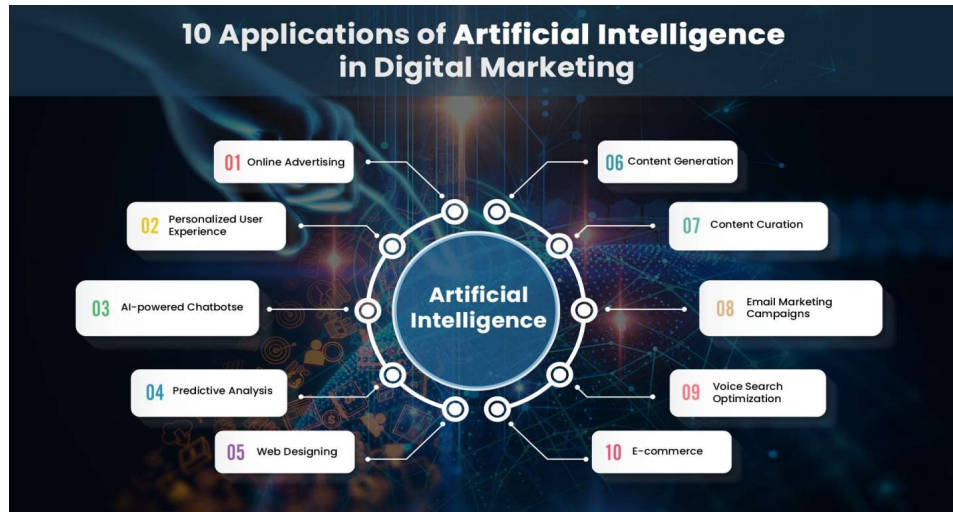


Figure 1 The Role of AI in E-marketing

(Source: DataDrivenInvestor, 2024)

1.2 Research Aim

This research primarily aims to explore the applications and usage of AI by M&S in its e-marketing. With this aim, it focuses on critically evaluating the impacts of AI usage on financial growth as well as success in e-marketing activities of the company.

1.3 Research Objectives

The primary objectives of this research work are -

RO1: To explore how M&S is using AI in its e-marketing.

RO2: To evaluate the impact of AI on the success of M&S's e-marketing.

RO3: To critically analyse the role of AI financial growth of M&S.

RO4: To recognise the common challenges in using AI applications in e-marketing.

1.4 Research Questions

RQ1: How do business companies like M&S use AI in e-marketing?

RQ2: What is the impact of AI on e-marketing in the context of M&S?

RQ3: How does AI help M&S to enhance its financial growth?

RQ4: What are the challenges of using AI in e-marketing?

1.5 Problem Statement

Going through different literature on the topic of AI applications in e-marketing, multiple definitions of e-marketing have been studied. Smith and Chaffey have defined this term as the procedure of marketing activities with digital technologies. On the other hand, another group of research team have proposed that e-marketing is a process of using electronic data in developing marketing plans, distributing products and satisfying the deM&S of the customers (Sadeq et al., 2023). The concept of AI has also been clarified in different literature. This technology miming human intelligence helps to interact with the stakeholders of a business firm. Based on these basic concepts many research workers have worked on the topic of the role of AI in e-marketing. Analysing those research works, it is quite clear that AI has simplified complex business management processes with the automation of human labour. Through the use of AI chatbots in interacting with consumers, business companies are improving their efficiency. Again, the literature on the topic has confirmed that AI is used in big data analytics, market prediction, automated inventory management, customer understanding and price prediction as well as targeted personal marketing activities. Most of the literature has worked on the general impacts of AI in e-marketing, competitive advantage making and financial profit making. There is a lack of data about specific companies regarding the impact of AI usage on e-marketing. There is enough information about the marketing strategies, promotional activities and revenue from e-commerce of M&S but the company's websites and annual reports fail to connect the direct impact of AI usage on the financial growth and marketing success of the company. This problem statement has led to a review of the topic with further detailed research work.

1.6 Research Rationale

The research has been done on exploring the role of artificial intelligence in e-marketing. The topic has been chosen as it has been seen to be highly relevant. In the modern world of business, most business organisations are preparing to implement artificial intelligence to enhance their business profitability in e-commerce. Artificial intelligence has provided a lot of benefits in improving efficiency in increasing business profitability (Vlačić et al., 2021). It has played an important role in the modern world by transforming manual business operations into automatic. This topic is highly relevant as it deals with the concept of the application of technology in the e-commerce process through machine learning, processing and others. It can be beneficial for analysing the sets of data followed by the preferences as well as the pattern of purchasing of consumers. It is also

highly advantageous for marketing campaigns. AI has been beneficial for detecting the recommendations of the product and providing offers to consumers based on their requirements (Klaus and Zaichkowsky, 2020). Apart from this, it has a great significance on predictive analytics where it serves a chance of enhancing the engagement of the consumers and consumer satisfaction. Automation of the task has also been impossible in most business organisations of the modern world with the implementation of digital marketing through AI. Artificial intelligence has made it possible to improve consistency as well as boost productivity in business. It has made it easy for modern business organisations to handle huge workloads with less effort. Improvement in analytics has been possible by providing benefits in monitoring with the help of AI. In e-commerce, data interpretation has made it possible to identify creativity as well as the relocation of the budget. It could be said that artificial intelligence has provided high potentiality in business efficiency and has provided an advantage in strategic approach.

1.7 Structure of Research

The research has been done systematically. A proper structure has been made to conduct the task. The task is divided into different chapters. The first chapter has discussed the aim and objectives of the research. Four research questions have also been developed in the first chapter. The next chapter of the research is the literature review part. Various literature has been analysed in this particular chapter. Four themes have been developed in the literature review chapter of the research. Theoretical underpinning and the literature gap have also been discussed in the chapter. The next chapter discusses the methodology part of the task. Various research techniques like data collection method, research design, data analysis, research philosophy, and many others have been explained in the chapter which has been used to conduct the research. The fourth chapter presents the study characteristics. The next chapter is the findings segment of the research. After that, the findings have been discussed in detail in the discussion chapter of the task. The last chapter of the research is the conclusion part. The final comment regarding the research and the topic has been given in the conclusion chapter.

1.8 Snapshot of Methodology

The research has been conducted by following various research methods. The data collection method, data analysis method, research approach, research design, and research philosophy method have been followed in the task. The research methodology has helped to gather huge

information about the topic which has made the task more relevant and authentic. Interpretivism research philosophy has been used in the task. The particular research philosophy believes that the world is subjective (Mishra and Alok, 2022). To collect various information related to the topic, a systematically descriptive research design has been used in the task. The research design has been used here to gather information for answering the research question. On the other hand, the inductive research design has been utilised to perform the research work. It has helped to plan the total research work. Along with that to collect various data related to the topic a secondary data collection method has been used. The secondary method is the process of gathering data from various secondary resources (Pandey and Pandey, 2021). It has collected various information from different secondary resources like books, articles, journals, newspapers and many others. Lastly to evaluate the collected data thematic analysis has been done in the task. It has been selected as a flexible way to evaluate data.

1.9 Chapter Summary

Conclusively it can be stated that detailed research into the topic of AI impacts on the e-marketing of a multinational company like M&S can provide a deep insight into how AI usage is affecting the revenue, competitive market position and success of product promotional campaigns of the business companies. A study on multinational companies like M&S is beneficial in generalising the data with the geographic limitation of the applicability of the research findings.

2 Chapter 2: Literature Review

2.1 Introduction

The literature review is one of the most important topics of an assignment. It is a particular part of academic writing that illustrates the knowledge that has been gathered from academic literature regarding a particular topic. On the other hand, the critical evaluation of collecting data is another definition of literature review. In the literature review section, the scholarly articles are used to critically evaluate the collected data. In this literature review portion, the data which are collected regarding the topic of the role of AI in E-marketing of Marks and Spence will be analysed. Four themes will be taken here to analyse the topic in a more explicit way. The theoretical underpinning and literature gap will also be discussed here properly.

2.2 Theme 1: Usage of AI in e-marketing of M&S

According to Katsikeas et al., (2020), AI technology in the process of digitalisation has brought a significant change in the marketing systems of organisations. There are several usages of AI in the digital marketing system of organisations. First of all, it helps in empowering the modern market to understand the comprehensive preferences of the audience. Digital marketing helps organisations gather valuable data from the customer and helps to analyse the target audience by researching the market. The company Marks and Spencer has adopted the technology of Artificial Intelligence which has provided the company a vast overview of the target audience and their preferences. Also, the automation technology that has been developed in the digital marketing system is also beneficial for the organisation to generate leads automatically by targeting customers and understanding the customer's preferences to engage with them when they are more likely to price positive responses (Lasi, 2021). AI technology has leveraged the company Marks and Spencer to communicate with its target audience and research their buying behaviour. AI algorithm has helped the company to analyse the buying behaviour of the customers and align the products of Marks and Spencer with the customer's preferences. On the other, according to Elsayed Fayed, (2021), Artificial Intelligence has helped organisations to develop a successful marketing plan. The company Marks and Spencer has researched the buying behaviours of the customer with the demographic area, preferences, and so on with the help of AI tools and made a preferable marketing plan. The company Marks and Spencer has also incorporated the AI algorithm to analyse a large amount of data to identify the patterns and trends of the recent ongoing market. The data-driven decision is made out of it and the company has been able to optimise the marketing strategies. AI-powered chatbots are one of the most crucial solutions for all organisations to connect directly with potential customers AI chatbots are used to make conversations with the customers and enhance their experience. One of the most famous British retail organisations Marks and Spencer which has 1064 stores across the United Kingdom is using AI chatbots to provide 24*7 support to customers. The AI technology does not need time to rest unlike humans, so they can provide the customers the support of 24 hours and be accessible the whole time. They can also respond and think faster than the human brain. The name of the AI chatbots of Marks and Spencer is Nuance which was introduced by the organisations five years ago. The automated chatbots help the organisation to provide an immediate response to the customers with human-like language. The AI chatbots of Marks and Spencer use a Natural Language Process (NLP) which is a human-

like language process to interact with the customers and provide them with better customer satisfaction. The chatbots have helped Marks and Spencer to Improve customer service and also reduce the time of the employees as well as effort to negotiate with the customers.

According to Sadeq et al., (2023), Artificial Intelligence reduces human efforts as well as errors. The automated data analysis tools of the AI system of Marks and Spencer have helped the organisation to reduce the flaws of analysing the data and gathering up target customers. The AI technology has also helped the company to create automatic content and post it on the website of Marks and Spencer and social media sites to get more traffic. The digital content has been generated through the AI-powered content-making tool of Marks and Spencer with the help of natural language processes and machine learning. The company Marks and Spencer has a strong presence on social media sites, currently, the company is operating on a Facebook handle with 5.7 million followers. The AI technology of the company Marks and Spencer helps to manage the social media sites and analyse the social media data with the behaviours and preferences of the audiences and current trends. The AI technology which handles the social media sites of the company includes content scheduling, social media analysing, add posting, and so on.

According to Biswas et al., (2023), AI technology has made business organisations more promising to the customers. The company Marks and Spencer has focused on the strategy of SEO technology which helps the organisation to enhance its page at the top rank. The SEO technology of digital marketing helps webpages to rank up with digital content. With the help of AI technology, the content is created automatically and the SEO is done based on the AI algorithm. The market of AI has generated revenue of nearly 15 billion dollars in the year 2021 (Dencheva, 2023). Following this profit, the AI technology of Marks and Spencer has included a better search strategy by incorporating keyword searching, content optimization, and on-page optimizations. This has helped the company to get more traffic and get a better search engine ranking. The company has used AI technology in several aspects of digital marketing systems and achieved huge growth in its brand promotion.

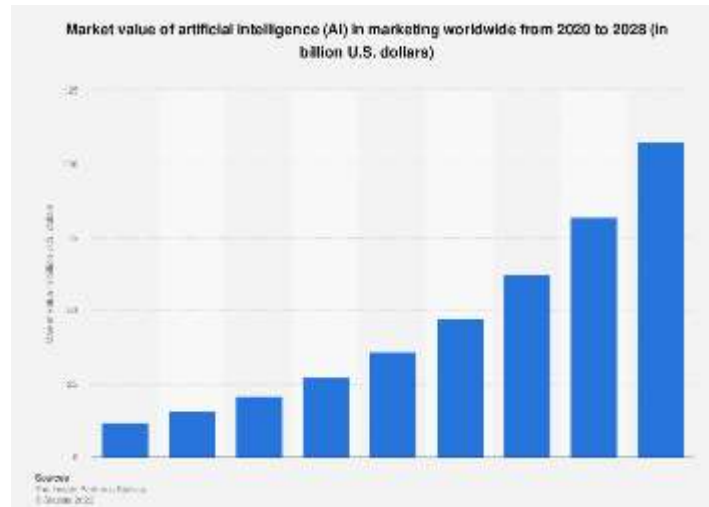


Figure 2 Global AI Marketing Revenue

(Source: Dencheva, 2023)

2.3 Theme 2: Impact of AI on e-marketing for M&S

According to Sadeq et al., (2023), Many organisations use applications of Artificial Intelligence (AI) in their e-marketing and these applications help to suggest recommended products to clients, understand their needs, initiate more effective advertisements and provide relevant messages to the users. It allows the marketing team to deliver better services to their consumers with less effort and money. The applications of AI contain a heavy amount of data about products and services that cater to customer's preferences. In the case of Marks and Spencer, the company uses Chatbots in order to interact with consumers. Therefore, with this AI application, M&S answers their customer's queries and resolves their problem in the company's product purchasing. Furthermore, Chatbots also provide suggestions and assistance to users so that they can complete their shopping process or purchasing decisions. Furthermore, M&S also introduced its voice AI strategy to quickly answer customer's queries and forward their call to the appropriate department. Moreover, the dynamic pricing tool of AI helps to determine customer demand for a product according to their profile and product inventory. Many ads from M&S are directed to consumers through their history and cookie data which helps to analyse customers' past activity, along with their geographical area, gender and age.

According to Lasi, (2021), Artificial Intelligence is used in digital marketing to answer various consumers' enquiries and complaints as human beings would ordinarily do. It influences, engages

and reaches a large audience at a reduced cost than traditional marketing practices. This is the latest technology employed by M&S to minimise its marketing expenditure and get various benefits for the growth of the company. AI can gather data from customers within the company through their behaviour, social media journey, blogs, comments and many more. M&S uses the power of AI to improve its strategic decision-making, efficiency and creativity in their digital marketing. The AI-powered tools are used to identify emerging trends, suggest keywords and generate some ideas which can be effective for developing effective e-marketing strategies. It does not only make data-driven initiatives but also drives impactful changes within an organisation's digital marketing practices. New AI technologies, such as ChatGPT, help perform complex tasks like generating products based on customer's preferences and suggesting products. Furthermore, the use of AI can predict the future behaviour of customers to develop more targeted messaging. In a study of 2022 conducted with marketers worldwide, it has been found that 62% of respondents reported using AI as a part of their digital marketing strategy (Statista, 2023). On the other hand, the report suggested that it was 84% two years earlier.

According to bin Abdul Lasi and Salim, (2020), Artificial Intelligence performs various roles that can be performed by a company's employees in order to save marketing costs. There has been a vast amount of content that is available and marketers need to shortlist this content so that they can deal with many challenges in future. Creating quality content is quite difficult for an organisation and it requires effective marketing to attract the maximum number of customers. AI can benefit by generating specific content created by AI that is more purposeful as well as customer-focused. M&S have image recognition software as an AI tool so that their business can improve consumer experience. It provides a customised personalised experience which helps to get effective customers. Therefore, AI will continue to play an important role in E-marketing by automating routine tasks, augmenting human capabilities and providing exceptional customer experience.

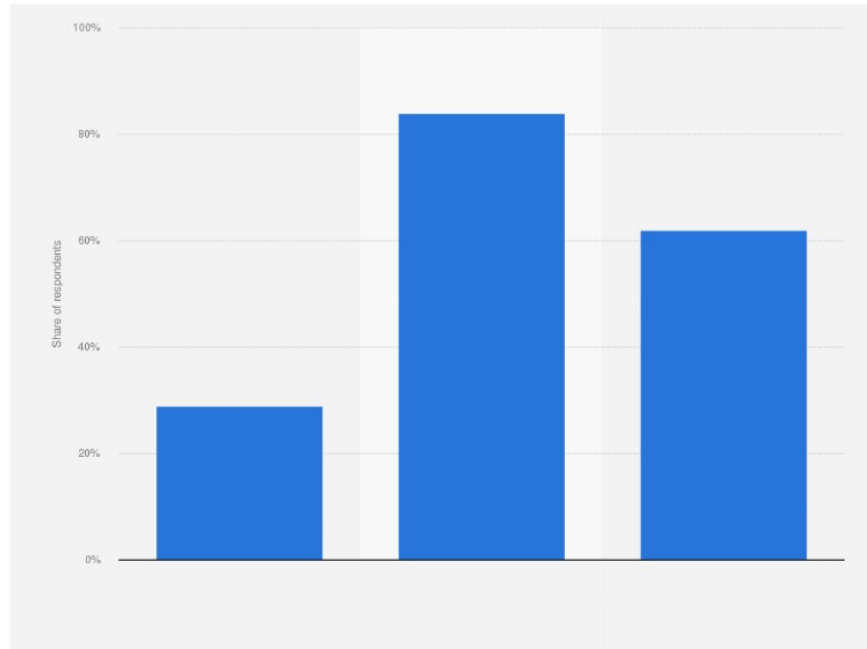


Figure 3 Popularity of AI in Marketing Worldwide 2018-22

(Source: Statista, 2023)

2.4 Theme 3: Effects of AI on Financial Growth of M&S

In this digital era, most businesses have become data-driven. The data are managed through various software and networking services. With the upgradation of technologies, artificial intelligence is indeed for managing different activities in retail business and other services. According to Oosthuizen et al., (2021), retail services involve numerous value chain activities through which numerous tasks are performed marketing, product deliveries, tracking orders, inventory management, customer care services and so on. Most of the retail companies have started to use AI for maintaining services in the value chain. Retail business owners are developing business operating models through implementing AI tools. In retail value chain activities automation process has been deployed to reduce the complexities of services. Real-time data maintenance provides effective analytics through which the marketing department can make decisions. AI services enhance the in-store experience along with digitalisation. Personalised services and recommendations of services have become easier. Automation in market forecasting activities helps companies generate exciting offers through which profit maximisation has become possible for retail companies. An automated checkout system has become enable for AI technologies. AI service has increased profitability and streamlining of business processes. Most

of the retail business institutions, financing companies, health sectors, educational institutes and other sectors have started to invest in AI navigation technologies. In this way, collective responsibilities are resolved in the retail value chain. Mark and Spencer follows AI techniques for managing business operations and numerous value chain activities. Recently it has started using chatbots for communication with customers. In such a manner customer engagement has become easier on its digital platforms.

According to Mhlanga, (2020), Through implementing AI techniques numerous financial solutions are resolved. Machine learning algorithms are used for recognising data patterns, forecasting, fraud detection and so on. Natural language processing, linear regression, and decision-making are used for identifying patterns of financial transactions. In this context, fraud detection in inventory management, transaction of products and services maintenance are possible through these techniques of AI. Some retail companies in the UK also provides financial services. Risk management, networking, regulatory treatment, fraud detection of credit card holders, and security measures have become possible through AI technologies. Transparency in financial services has been initiated by this approach. Compliance of services, reduction of maintenance costs, and initiation of automatic operation have become possible through AI techniques. Various AT tools and ICT networking tools have helped in minimising issues that occur due to traditional financial solutions. Mark and Spencer follow these techniques in their business operations for mitigating business risk and advertising financial solutions.

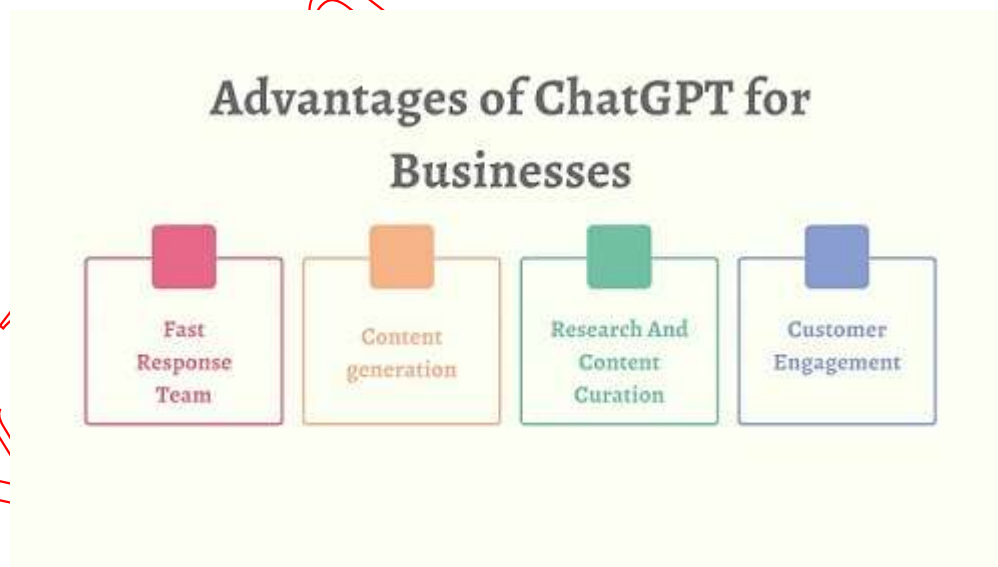


Figure 4 Chat GPT in Retail Business

(Source: Tarapara, 2023)

According to Rane, (2023), maintenance of customer services helps in business growth effectively. Modern business institutions implement ChatGPT to maintain effective communication with customers. The role of multidisciplinary team services accelerates the services of customer engagements. It works better compared to the conventional one. AI-powered chat systems have been implemented to fulfil lots of industrial work. Collaboration with remote team members, resolving solutions, answers to clients, and customers, fixing codes, and classification of items have become possible through the ChatGPT system. Translation of languages during the remote working process has become beneficial for managing business responsibilities. Effective teamwork has become possible through it. Resolving different financial problems by detecting variables with the help of a machine learning library has been possible. Moreover, the blending of psychological consideration, linguistic proficiency, and ethical framework helps in navigating the complexities of the task. Different AI techniques are integrated with various domains. Natural language processing and the development of algorithms enhance financial solutions. Marks and Spencer implement ChatGPT for managing different services. Managing extensive data sets has become easier through these techniques. Conversational abilities, service awareness, and coherent interactions have become possible for Marks and Spencers.

2.5 Theme 4: Common challenges of using AI in e-marketing

According to Sadeq et al., (2023), in the wake of the technological revolution, a dramatic transformation in all sectors has been observed. This dramatic transformation has equipped all the brands regardless of the industries with new mechanisms. If M&S utilise artificial intelligence, companies require all team members for e-marketing tasks which is quite difficult to arrange. Based on this new mechanism companies such as M&S have reconsidered their strategies. These newly taken strategies enabled them to be adaptive, and flexible in a competitive business environment. In contrast, lack of knowledge on artificial technology is another challenge for MarksandSpencer's e-marketers. Artificial intelligence obviously has more significant advantages on e-marketing for companies like M&S. However, high level implementation cost of the Artificial technologies is one of the greatest challenges for MarksandSpencer. Among these mechanisms one of the most powerful mechanisms that the modern global business industry is dealing with. That powerful mechanism is AI aka artificial intelligence, an innovative field of computer science

that involves studying human intelligence to build a new generation of intelligent systems. A broad range of tasks can be performed through this. From marketing to finance, in every sector, AI has become an omnipresent entity. For marketing of M&S, AI has become an integrated part of it as it has enhanced the profit margin of the companies. These AI-based applications are changeable and these constant changes have increased the competitive advantages of the brands. In contrast, most online retailers are taking advantage of these new phenomena as online consumers are taking the lead in this present scenario. AI enables brands to establish effective connections with potential customers. Connection with potential customers refers to successful branding and globalisation gives more weightage to branding to grow. Artificial intelligence also enables the brand to take a personalised strategy for better customer experience.

According to Khatri, (2021), marketing is considered a strategic approach to understanding the potential customers and based on this understanding brands offer their services to attract customers of M&S. The digitalisation of this approach gave the brands better exposure. Utilising digital marketing in their marketing strategy companies around the world promote, segment, and position their brands.

According to Elsayed Fayed, (2021), AI is equipped with advanced technology taking digital marketing a few steps forward. Through digital marketing now companies such as Marksand*Spemncer can reach their customers at the right time and that indicates the strong perception ability of AI. Through the analysis of huge amounts of data, AI can predict the buying patterns of customers, thus brands can understand the necessity of their potential customers. Based on the analysis, brands can offer instant solutions to the customer's unique problem. AI has become an indispensable necessity in the marketing sector as it can boost the profit margin in a very short period. AI in business fosters creativity and that enhances the performance of companies like MarksandSpencer. Through appropriate usage of AI can identify the behavioural patterns of customers, categorise them and then develop strategies based on these factors. These strategies play a major role in transforming those potential buyers into active buyers; thus a strong customer base can be developed. In this context, it can be mentioned that young generations are the key elements of this marketing approach as they can drive the manufacture and these customers are generally good with research. Most young generation customers are educated and they research before they decide to purchase any specific product.

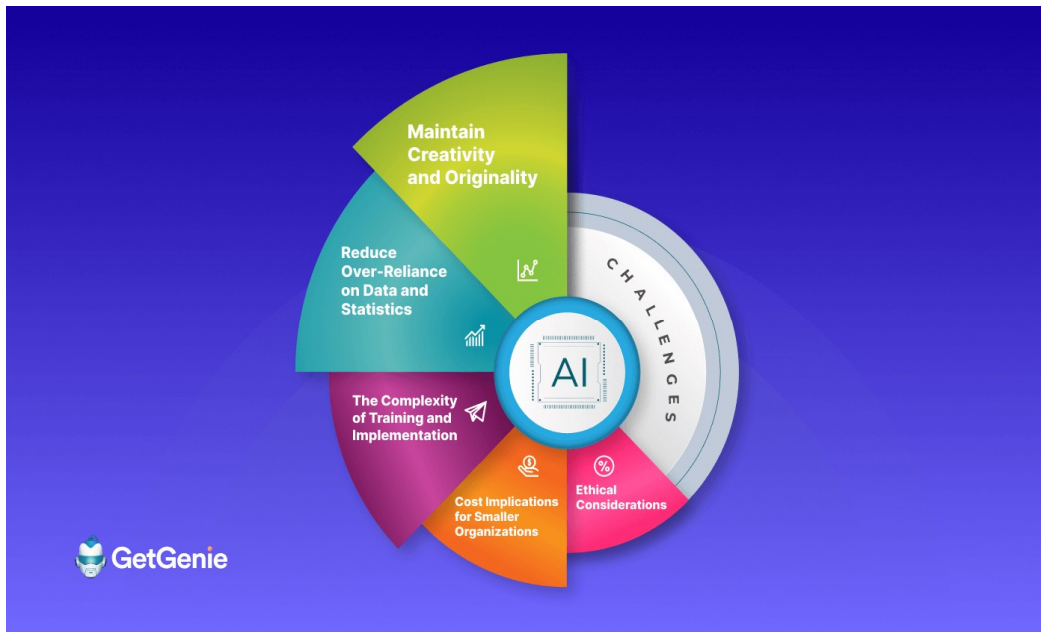


Figure 5 Challenges of AI

(Source: Team, 2023)

As opined by Micu et al., (2021), AI is making the process easy for brands by collecting data from potential consumers through the internet. Making AI an integrated part of digital marketing has enabled the brand to influence the purchasing choices of potential buyers. One of the major benefits that companies such as M&S get from AI is it enhances the customer experience and customer experience is an essential part of branding. Happy customers provide a good branding value that helps brands to generate more profits. AI does not only help with good customer experience but it also anticipates the possible threats, opportunities or weaknesses. That enables companies such as MarksandSpencer to take precautions from threats or grab opportunities through suitable business strategies. AI can manipulate the strategies of competitors. An effective pricing strategy can be incorporated into a company such as M&S's marketing strategy through AI. Effective brand promotion can be done through AI. In this context, it can be stated that Google and Facebook, two big tech giants, were able to occupy 60% of the online market with the help of AI.

2.6 Theoretical Underpinnings

Theoretical underpinning is an important part of the research's literature review and in this part the relevant theory, which represents the study topic is selected and described and the justifications and similarities of the selected theories, with the study topic, can be described. This is considered

the base work of any research and helps an individual justify the overall research process through relevant theories (Kim and Shin,2020). The key component of this part is, to choose the proper theory that is highly relevant to describe the literature review of this research.

2.6.1 Maslow's Hierarchy of Needs theory

The exploration of AI in e-marketing, aligns with Maslow's Hierarchy of Needs theory, which underscores the paramount importance of understanding customer preferences and needs in developing effective marketing strategies. Maslow's theory provides a framework for comprehending customers' basic needs and product preferences, facilitating the creation of tailored marketing approaches (Bozyiğit, 2021; Duygun and Şen, 2020). By grasping the hierarchy of needs outlined in Maslow's theory—ranging from esteem and safety to belonging, self-actualization, and biological requirements—companies can craft e-marketing strategies that resonate with each customer segment (Liu et al., 2022). This understanding aids in developing marketing communications and interactions that address these fundamental needs, enhancing customer engagement and satisfaction. Moreover, Maslow's theory intersects with STP analysis, enabling marketers to discern customer needs and preferences more effectively (Hopper, 2020). Consequently, companies can make informed decisions regarding product safety, lifespan, and pricing, aligning with customers' hierarchical needs. Integrating Maslow's theory into e-marketing strategies complements the utilization of AI technologies, ensuring that digital marketing efforts resonate with and cater to customers' diverse needs and preferences.

By Brain



Figure 6 Maslow's Hierarchy of Needs Theory Of Marketing

(Source: Marketing, 2022)

2.6.2 Market Segmentation Theory

The Market Segmentation Theory serves as a pivotal framework for developing effective marketing strategies, aligning with the exploration of AI in e-marketing outlined in this study. Before devising marketing or promotional initiatives, companies must meticulously select their target customers and audiences, a process facilitated by market segmentation theory (Bi et al., 2020). This theory categorizes target customers into four distinct segments: demographic, behavioural, geographical, and psychological segmentation (Zhang et al., 2020). Within demographic segmentation, factors such as income, education, age, and gender are considered, while behavioural segmentation focuses on customers' behaviours and attitudes. Geographical segmentation enables companies to target specific regions, while psychological segmentation delves into customers' personalities and psychological traits (Rubbers, 2020). By employing market segmentation theory, companies can identify and understand their target customers more comprehensively, informing the development of tailored marketing strategies. This alignment

between market segmentation theory and the exploration of AI in e-marketing underscores the importance of analysing and segmenting target customers to enhance the effectiveness and relevance of digital marketing efforts. Moreover, integrating AI technologies can further refine and optimize marketing strategies, ensuring they resonate with the diverse needs and preferences of each segmented customer group.

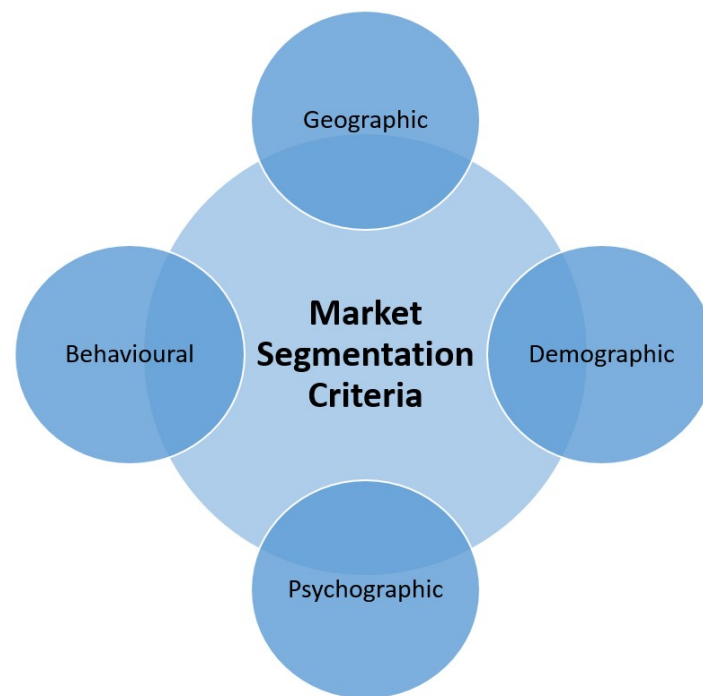


Figure 7 Market Segmentation

(Source: Segmentation, 2021)

2.7 Literature Gap

While the literature review provides a comprehensive analysis of the usage, impact, effects on financial growth, and challenges of AI in e-marketing for Marks and Spencer (M&S), there is a notable gap regarding the longitudinal assessment of AI implementation in the company's e-marketing strategies (Deepal and Jayamaha, 2022). The existing literature primarily focuses on the current state of AI integration in M&S's e-marketing efforts, offering insights into its usage, impact, and challenges. However, there is limited exploration into the evolution of AI adoption over time within M&S, including its initial implementation stages, subsequent advancements, and the overall trajectory of its effectiveness. Furthermore, there is a gap in understanding the specific strategies and methodologies employed by M&S in integrating AI into its e-marketing practices.

While the literature highlights the broad applications of AI, such as chatbots, data analysis, and content generation, there is a lack of detailed examination into the specific AI tools, algorithms, and technologies utilized by M&S. Understanding the intricacies of M&S's AI implementation strategies could provide valuable insights for other organizations seeking to enhance their e-marketing efforts through AI technologies (Lu et al., 2020). Additionally, the literature predominantly focuses on the benefits and opportunities presented by AI in e-marketing, with limited discussion on potential ethical considerations, privacy concerns, and the societal impact of AI integration. Exploring these aspects could contribute to a more holistic understanding of the implications of AI adoption in e-marketing practices, particularly in the context of consumer trust, data privacy, and regulatory compliance.

2.8 Chapter Summary

In the chapter summary, it can be said that the usage of artificial intelligence in digital marketing is pertinent in the current era. The report discussed the utilisation of AI in the company of Marks and Spencer. After that, the impacts of AI on digital marketing for Marks and Spencer's were explored in the report. The report also covered the effect of the financial growth of Marks and Spencer. Some common drawbacks of utilising AI in digital marketing were also touched upon in this report. In the theoretical underpinning section, Maslow's hierarchy of needs theory and market segmentation theory were also discussed in regard to AI in digital marketing.

3 Chapter 3: Research Methodology

3.1 Introduction

The research methodology employed in this dissertation served as a comprehensive framework for investigating the intricate dynamics between artificial intelligence (AI) and marketing, particularly focusing on its implications within the context of Marks and Spencer (M&S), a multinational retailer in the United Kingdom. Through a judicious combination of interpretivism as the underlying research philosophy, descriptive research design, and an inductive research approach, the study delved into the nuanced interplay of societal norms, cultural beliefs, and technological advancements shaping contemporary marketing practices. This methodological choice was informed by the need to not only understand the current landscape of AI utilization in marketing but also to explore its evolving role in response to shifting consumer behaviours and market trends. By adopting interpretivism, the research sought to unravel subjective interpretations of AI's impact

on marketing strategies, customer experiences, and organizational dynamics, thereby enriching the scholarly discourse on this burgeoning field.

Moreover, the incorporation of the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol facilitated a systematic literature review, ensuring rigor and transparency in the selection, analysis, and synthesis of relevant scholarly literature. This systematic approach enabled the researcher to identify, appraise, and synthesize evidence from diverse sources, including academic journals, reports, and reputable online platforms, thereby enhancing the credibility and robustness of the study's findings. By adhering to PRISMA guidelines, the research methodology upheld principles of transparency, reproducibility, and accountability, laying a solid foundation for future research endeavours in this domain. Overall, the methodological framework adopted in this dissertation not only provided valuable insights into the complex nexus of AI and marketing but also paved the way for further exploration and refinement of theoretical frameworks and empirical investigations in this evolving field.

3.2 Research Philosophy

In this dissertation, interpretivism emerged as the guiding research philosophy, underpinning the exploration of artificial intelligence (AI) within the marketing domain, particularly concerning its implications for Marks and Spencer (M&S), a prominent retail entity in the United Kingdom. The choice of interpretivism was rooted in its suitability for delving into the complex interplay of societal norms, cultural beliefs, and subjective interpretations inherent in contemporary marketing phenomena. By embracing interpretivism, the research aimed to move beyond mere quantitative metrics and delve deeper into the qualitative aspects of AI's influence on marketing strategies, customer interactions, and organizational dynamics. The rationale behind selecting interpretivism lay in its inherent focus on understanding phenomena from the perspective of individuals embedded within their socio-cultural contexts. Given the diverse and evolving landscape of consumer behaviours and market trends, interpretivism offered a nuanced lens through which to comprehend the multifaceted impacts of AI on marketing practices. By acknowledging the importance of cultural beliefs and social norms in shaping human behaviour, interpretivism provided a robust framework for analysing how AI adoption in marketing intersected with broader socio-cultural dynamics.

Moreover, interpretivism's emphasis on subjective interpretation aligned well with the research's objective of uncovering the nuanced nuances of AI's role in marketing, particularly within the context of M&S. By prioritizing individuals' lived experiences, interpretivism facilitated a deeper understanding of how AI technologies were perceived, adopted, and integrated into marketing strategies by both consumers and organizational stakeholders. This focus on subjective interpretation enabled the research to unearth insights into the socio-cultural implications of AI adoption in marketing, shedding light on its potential to reshape consumer-brand relationships, redefine market dynamics, and influence organizational decision-making processes.

3.3 Research Design

The research design adopted for this study centred on a descriptive approach, aiming to elucidate the underlying market trends and buying patterns within the realm of artificial intelligence (AI) in marketing, particularly concerning its implications for organizations like Marks and Spencer (M&S). Descriptive research, characterized by its focus on determining the characteristics of phenomena and their commercial implications, emerged as the most suitable methodological framework for unravelling the complexities of AI's role in contemporary marketing landscapes.

The rationale behind selecting a descriptive research design stemmed from its inherent capacity to provide a comprehensive understanding of market dynamics and consumer behaviours in relation to AI technologies. By employing descriptive methods, the research sought to uncover not only the surface-level trends but also the underlying patterns that shape consumer preferences, purchasing decisions, and brand interactions. Through detailed data collection and analysis, descriptive research facilitated the identification of key market drivers, enabling insights into how AI interventions influence commercial strategies and organizational outcomes.

Moreover, descriptive research played a crucial role in contextualizing the commercial roles of AI within the marketing domain. By systematically examining market trends, consumer behaviours, and organizational responses, descriptive research provided valuable insights into the practical applications and implications of AI technologies in driving marketing effectiveness and efficiency. Through empirical observations and data-driven analyses, descriptive research helped bridge the gap between theoretical understandings of AI's potential and its real-world manifestations within commercial settings. This methodological approach not only facilitated a deeper comprehension

of AI's commercial roles but also paved the way for informed decision-making and strategic planning within organizations operating in dynamic market environments.

3.4 Research Approach

The research approach employed in this study was characterized by an inductive methodology, which aimed to analyse data based on general observations and derive insights from specific instances. Inductive reasoning, as opposed to deductive approaches, begins with observations and patterns in data, leading to the formulation of broader theories or generalizations. This methodological choice was motivated by the need to explore the multifaceted nature of artificial intelligence (AI) in marketing, particularly within the context of organizations like Marks and Spencer (M&S). The rationale behind adopting an inductive approach lay in its inherent flexibility and adaptability to diverse research contexts. By starting with specific observations and empirical data, the research maintained a fluid and iterative process, allowing for the exploration of emerging themes and phenomena. This flexibility enabled the research to capture nuanced insights and identify unforeseen patterns or relationships within the data, thus enriching the depth and breadth of the analysis. Moreover, the inductive research approach proved instrumental in analysing the challenges associated with technological change, particularly in the context of AI implementation in marketing. By engaging in a bottom-up exploration of real-world instances and organizational practices, the research could delve into the complexities and nuances of AI adoption, identifying both opportunities and obstacles encountered by organizations like M&S. This approach facilitated a granular examination of the interplay between technological advancements, organizational dynamics, and market forces, shedding light on the practical implications and strategic considerations involved in leveraging AI for marketing purposes.

3.5 Sampling

The research employed a simple random sampling method to gather data pertinent to the exploration of the role of artificial intelligence (AI) in E-marketing, particularly within organizations like Marks and Spencer (M&S). Simple random sampling involves selecting a subset of individuals or items from a larger population in such a way that every member of the population has an equal chance of being included in the sample. This method was chosen to mitigate biases and ensure the representativeness of the data collected. The rationale behind opting for random sampling lay in its ability to minimize selection bias and ensure the impartiality of the sample

composition. By randomly selecting data sources from the available pool of information, the research aimed to avoid systematic errors that could skew the findings or compromise the validity of the study. This approach helped to mitigate the risk of over-representing certain perspectives or overlooking important insights, thus enhancing the robustness and reliability of the research outcomes. Furthermore, random sampling facilitated the collection of data from diverse sources, thereby enriching the breadth and depth of the analysis. By drawing samples from various digital platforms, official websites, research articles, and other relevant sources, the research was able to capture a comprehensive snapshot of the landscape surrounding AI in E-marketing. This inclusive approach enabled the exploration of multiple perspectives, practices, and trends within the domain, providing a more nuanced understanding of the subject matter.

3.6 Data Collection Method

The research employed a secondary qualitative data collection method to gather pertinent information on the role of artificial intelligence (AI) in marketing, with a specific focus on its implications for organizations like Marks and Spencer (M&S). This method involved sourcing data from various authentic sources, including M&S reports, official websites, government sources, and other reputable online platforms. By leveraging these diverse sources, the research aimed to capture a comprehensive understanding of the subject matter, encompassing both industry-specific insights and broader socio-economic perspectives. In selecting data sources, the research applied rigorous inclusion and exclusion criteria to ensure relevance and reliability. Only sources that directly addressed the research objectives and contributed to the exploration of AI's role in marketing were included, while those lacking alignment or credibility were excluded. This critical approach helped to maintain the integrity and validity of the data collected, enhancing the trustworthiness of the research findings.

The collected data were systematically reviewed and analysed to identify themes and patterns that aligned with the research objectives. By adhering to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines for systematic literature review, the research followed a structured approach to data synthesis, including eligibility criteria, search strategy, and study selection process. This systematic framework facilitated a rigorous and transparent review process, ensuring the reliability and replicability of the research outcomes. Incorporating PRISMA guidelines also provided a standardized framework for documenting the research methodology,

enhancing the transparency and credibility of the research process. By clearly delineating the criteria for data selection and synthesis, the research ensured that its findings were grounded in robust evidence and rigorous analysis, thereby contributing to the advancement of knowledge in the field of AI in marketing.

Eligibility Criteria	Description
Inclusion Criteria	Studies focusing on the role of artificial intelligence (AI) in marketing, particularly within the context of organizations like Marks and Spencer (M&S).
Exclusion Criteria	Studies not directly addressing AI's impact on marketing or lacking relevance to the research objectives.

Table 1 Eligibility Criteria

Search Strategy	Description
Databases Searched	Academic databases such as PubMed, Google Scholar, Scopus, and Web of Science were searched for relevant literature.
Keywords	Keywords included "artificial intelligence", "AI", "marketing", "e-marketing", "digital marketing", "Marks and Spencer", and variations thereof.
Boolean Operators	Boolean operators (AND, OR) were used to combine keywords and refine search results.
Filters Applied	Filters were applied based on publication date, language, and relevance to focus the search on recent, English-language studies relevant to the research topic.
Iterative Process	The search process was iterative, with initial searches being refined based on the relevance of retrieved articles to the research objectives.

Table 2 Search Strategy

Study Selection Process	Description
Screening Phase	Initial screening involved reviewing titles and abstracts to exclude irrelevant studies based on predetermined criteria.
Inclusion Criteria	Studies meeting inclusion criteria were further assessed through full-text review to determine eligibility for inclusion in the systematic review.

Exclusion Criteria	Studies not meeting inclusion criteria were excluded from the review.
Data Extraction	Relevant data from selected studies were extracted and organized for further analysis.
Quality Assessment	Quality assessment was conducted to evaluate the methodological rigor and reliability of included studies.
Synthesis of Findings	Findings from included studies were synthesized to identify themes and patterns relevant to the research objectives.

Table 3 Study Selection Process

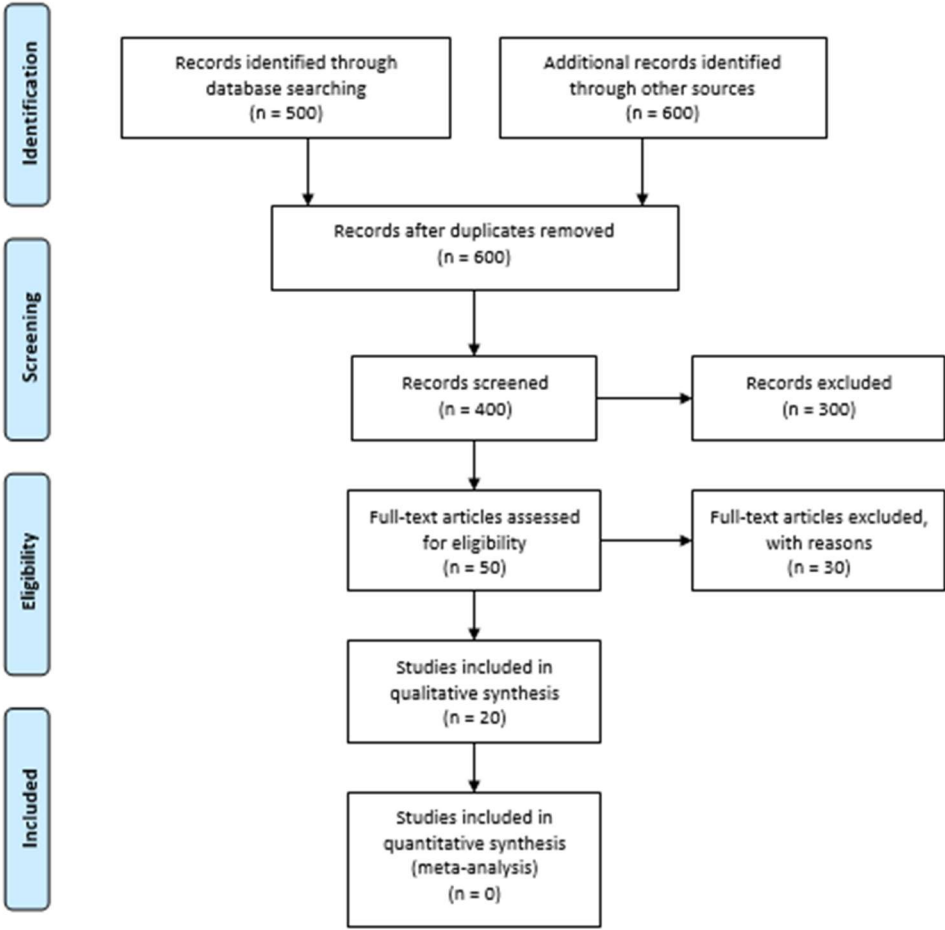


Figure 8 PRISMA Flow Diagram

3.7 Data Analysis

Thematic analysis served as the chosen method for analysing the collected data, offering a structured approach to identifying patterns, themes, and insights. This method was selected due to

its flexibility in accommodating diverse data sources and its ability to derive meaningful interpretations from qualitative information. By employing thematic analysis, the study aimed to extract key themes that shed light on the role of artificial intelligence (AI) in marketing, particularly within the context of organizations like Marks and Spencer (M&S). The decision to utilize thematic analysis was justified by its effectiveness in generating themes that directly corresponded to the research objectives. Through this method, the researcher was able to systematically organize and interpret the data, facilitating a deeper understanding of the phenomena under investigation. Themes were identified through a rigorous process of data immersion, coding, and categorization, ensuring that all relevant aspects of the research topic were captured and analysed. Moreover, the application of PRISMA principles enhanced the transparency and rigor of the data synthesis and analysis process. By adhering to established coding protocols and guidelines, the researcher ensured consistency and reliability in theme development. Each theme was systematically linked back to the research objectives, providing a clear narrative of how the findings contributed to addressing the research questions.

3.8 Ethical Consideration

Ethical considerations played a crucial role in guiding the conduct of this secondary research study. In secondary research, maintaining ethical standards involves upholding academic integrity, adhering to plagiarism rules, and ensuring the avoidance of false information dissemination. Throughout the study, rigorous efforts were made to uphold these ethical principles, thereby enhancing the credibility and reliability of the research findings. Adherence to academic conduct and plagiarism rules was paramount in ensuring the integrity of the research process. The researcher diligently followed established guidelines and protocols to cite sources accurately, provide proper attribution, and avoid the misrepresentation of others' work. By upholding these ethical standards, the study aimed to foster a culture of academic honesty and integrity while safeguarding against the unethical appropriation of intellectual property.

Furthermore, the study prioritized the use of verified and authentic sources for data collection. By relying on reputable sources such as M&S reports, official websites, government publications, and peer-reviewed journals, the researcher sought to minimize the risk of bias and ensure the accuracy and reliability of the information gathered. This approach not only upheld ethical standards but also contributed to the robustness of the research findings. The incorporation of PRISMA

principles further underscored the commitment to transparency and accountability in reporting methods. By following PRISMA guidelines, the study adhered to systematic and rigorous processes for literature search, study selection, and data synthesis. This approach not only enhanced the reproducibility of the research but also provided readers with clear and comprehensive insights into the research methodology employed.

3.9 Summary

In summary, the methodology chapter outlined the research philosophy, design, approach, sampling, data collection, analysis, validity, reliability, and ethical considerations. The chosen methodology, informed by interpretivism and employing thematic analysis, correlation analysis, and PRISMA guidelines, facilitated a comprehensive exploration of AI's role in marketing, particularly within organizations like Marks and Spencer. By adhering to rigorous methodological principles, the study ensured the validity and reliability of its findings, contributing to a deeper understanding of the subject matter and laying a solid foundation for further research in the field.

4 Chapter 4: Findings and Discussion

4.1 Introduction

AI has become indispensable in modern business environments, offering tools that streamline operations and enhance productivity. For organizations like Marks and Spencer (M&S), AI facilitates efficient resource management, enabling better utilization of assets and manpower. This study aims to delve into the profound impact and significance of AI in M&S's product promotion strategies. By analysing how AI is leveraged in promoting products, the research seeks to uncover insights into its role in enhancing brand image, optimizing sales revenue, and driving cost efficiency for M&S.

4.2 Identification of Key Themes from M&S Data Sources

In identifying key themes from Marks and Spencer (M&S) data sources, a rigorous research methodology was employed to extract meaningful insights. Thematic analysis was conducted to uncover recurring patterns and trends within the data, allowing for a deeper understanding of AI's impact on M&S's business operations. As highlighted in Chapter 4, the methodology involved analyzing various aspects of M&S's use of AI, ranging from deep learning applications to the implementation of QR codes and market expansion strategies (Chapter 4, Theme 1). By

systematically examining M&S's data sources, this approach facilitated the identification of overarching themes that characterize the organization's adoption and utilization of AI technologies.

Theme 1 delves into the implementation of AI in M&S, shedding light on the organization's utilization of deep learning algorithms, QR code technologies, and strategies for market expansion (Chapter 4, Theme 1). Deep learning, a subset of AI, plays a crucial role in enhancing M&S's online payment systems and optimizing operations in its brick-and-mortar stores (Chapter 4, Theme 1). Furthermore, the introduction of QR codes demonstrates M&S's innovative approach to incorporating AI tools into its business processes, facilitating seamless transactions and improving the overall customer experience. Additionally, M&S's market expansion initiatives underscore the strategic importance of AI in driving growth and expanding the organization's reach. In Theme 2, the impact of AI on e-marketing in the context of M&S is explored, emphasizing its role in inventory management, cybersecurity, and consumer segmentation (Chapter 4, Theme 2). AI-powered solutions enable M&S to efficiently manage inventory levels, mitigate cybersecurity threats, and segment consumers based on their preferences and behavior (Chapter 4, Theme 2). By leveraging AI technologies, M&S can optimize its e-marketing strategies, enhance customer engagement, and drive sales growth in an increasingly competitive marketplace.

Moving on to Theme 3, an analysis of AI's role in enhancing financial outcomes for M&S reveals insights into revenue growth, gigification, and service quality improvements (Chapter 4, Theme 3). The implementation of AI tools has contributed to significant revenue increases for M&S, enabling the organization to expand its market presence and improve operational efficiency (Chapter 4, Theme 3). Additionally, the adoption of gig workers and freelancers' underscores M&S's commitment to leveraging AI to enhance workforce flexibility and drive cost efficiencies. Furthermore, AI-enabled enhancements to service quality have helped M&S maintain a competitive edge and strengthen its brand reputation. Finally, Theme 4 examines the challenges and evaluation of AI implementation in M&S's business operations, addressing issues such as lack of human interaction and limitations in replicating cultures (Chapter 4, Theme 4). Despite the numerous benefits of AI adoption, organizations like M&S face challenges related to human-AI interaction and cultural nuances (Chapter 4, Theme 4). By critically evaluating these challenges,

M&S can refine its AI strategies and maximize the value derived from AI technologies while mitigating potential risks and limitations.

4.3 Thematic Analysis

4.3.1 Theme 1: Implementation of AI in M&S

The implementation of AI in Marks and Spencer (M&S) operations, encompassing deep learning, QR code usage, and market expansion, represents a strategic response to the evolving landscape of retail and consumer behavior (BBC, 2021). Deep learning algorithms enable M&S to leverage vast amounts of data to enhance decision-making processes, optimize inventory management, and personalize customer experiences (Biswas et al., 2023; Nair and Gupta, 2021). Moreover, the adoption of QR code technologies facilitates seamless transactions and improves the overall customer journey by streamlining payment processes and providing access to relevant product information (BBC, 2021). These findings resonate with existing literature on AI implementation in business operations, highlighting the transformative potential of AI in enhancing efficiency, driving innovation, and fostering competitive advantage (Nafsi et al., 2023; Okoli, 2023).

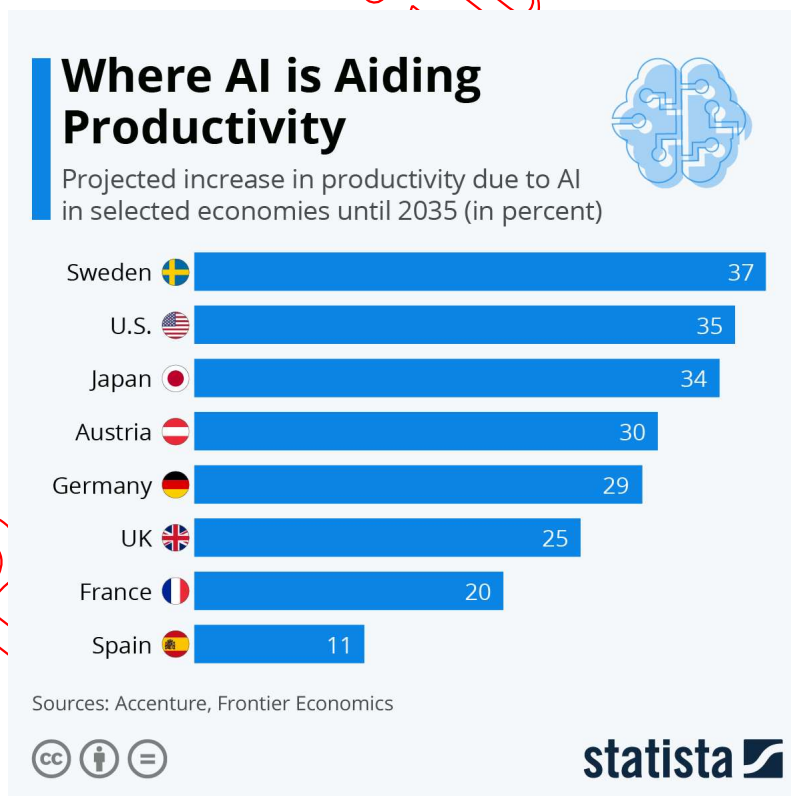


Figure 9 Projected enhancement of productivity due to implementation of AI

(Source: Buchholz, 2020)

However, alongside its potential benefits, the implementation of AI in M&S's operations also presents challenges and limitations. One such challenge is the initial investment required for AI adoption, including costs associated with technology acquisition, implementation, and staff training (Pawar, 2020). While AI solutions have the potential to improve operational efficiency and reduce costs over time, the upfront investment may pose financial constraints, particularly for organizations operating within tight budgetary constraints (Sadeq et al., 2023). Additionally, concerns regarding data privacy and security may arise, especially in light of the increasing reliance on AI-driven technologies for customer engagement and transaction processing (StealthLabs, 2020). As M&S expands its online operations and adopts AI-driven solutions, addressing these privacy and security concerns becomes imperative to maintain consumer trust and compliance with regulatory requirements (Sadeq et al., 2023; Biswas et al., 2023).

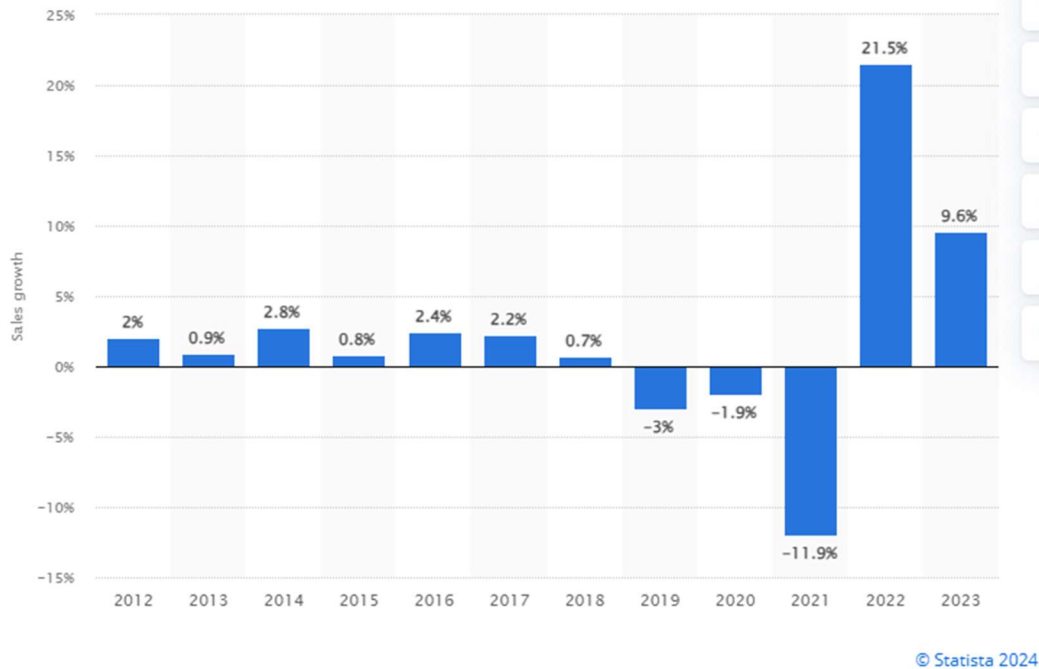


Figure 10 Revenue growth rate of M&S worldwide

(Source: Smith, 2022)

Furthermore, while AI enables M&S to enhance operational efficiency and optimize resource allocation, it also introduces complexities related to human-machine interaction and workforce

management (Braganza et al., 2022; Claxton and Kent, 2020). The integration of AI technologies into M&S's operations necessitates upskilling and reskilling initiatives to ensure that employees can effectively collaborate with AI systems and leverage their capabilities to drive business outcomes (Braganza et al., 2022). Moreover, concerns regarding job displacement and workforce restructuring may arise, particularly among frontline employees whose roles are susceptible to automation (Sadeq et al., 2023). Therefore, M&S must adopt a holistic approach to AI implementation, considering the impact on its workforce and implementing strategies to mitigate potential negative consequences (Sharma et al., 2022).

Despite these challenges, the implementation of AI in M&S's operations offers significant opportunities for competitive differentiation and market positioning. By leveraging AI-driven insights, M&S can enhance its understanding of consumer preferences, optimize product assortments, and deliver personalized experiences that resonate with target audiences (Navarro Patón et al., 2022; Silva and Bonetti, 2021). Moreover, AI enables M&S to identify emerging trends, anticipate customer needs, and adapt its strategies in real-time to maintain relevance in a rapidly evolving market landscape (Silva et al., 2020). Additionally, the use of AI-driven analytics empowers M&S to extract actionable insights from vast datasets, enabling data-driven decision-making and strategic planning (Biswas et al., 2023).



Figure 11 Benefits of inventory management

(Source: Unicommerce, 2022)

The implementation of AI in Marks and Spencer's operations represents a strategic imperative in the face of evolving consumer preferences, technological advancements, and competitive pressures. While AI offers substantial opportunities for enhancing operational efficiency, driving innovation, and fostering competitive advantage, its adoption also presents challenges related to cost, security, workforce management, and ethical considerations. By critically evaluating the findings related to AI implementation in M&S's operations and aligning them with existing literature, this analysis provides insights into the strengths, weaknesses, opportunities, and threats associated with AI adoption in the retail sector. Moving forward, M&S must navigate these challenges effectively, leveraging AI-driven insights to drive sustainable growth, enhance customer experiences, and maintain its position as a market leader in the retail industry.

4.3.2 Theme 2: Impact of AI in e-marketing in the context of M&S

The impact of AI on e-marketing within the context of Marks and Spencer (M&S) encompasses various dimensions, including inventory management, cybersecurity, and consumer segmentation (Sadeq et al., 2023; Biswas et al., 2023; StealthLabs, 2020). AI-driven algorithms enable M&S to optimize inventory levels, anticipate demand patterns, and minimize stockouts by analyzing historical sales data and external factors such as seasonality and trends (Biswas et al., 2023). Moreover, AI-powered predictive analytics facilitate dynamic pricing strategies, personalized promotions, and targeted advertising campaigns, thereby enhancing M&S's ability to attract and retain customers in a competitive e-commerce landscape (Sadeq et al., 2023; Nair and Gupta, 2021). Additionally, AI technologies play a crucial role in bolstering cybersecurity defenses, detecting anomalous activities, and mitigating potential threats, safeguarding M&S's digital assets and preserving consumer trust (StealthLabs, 2020).

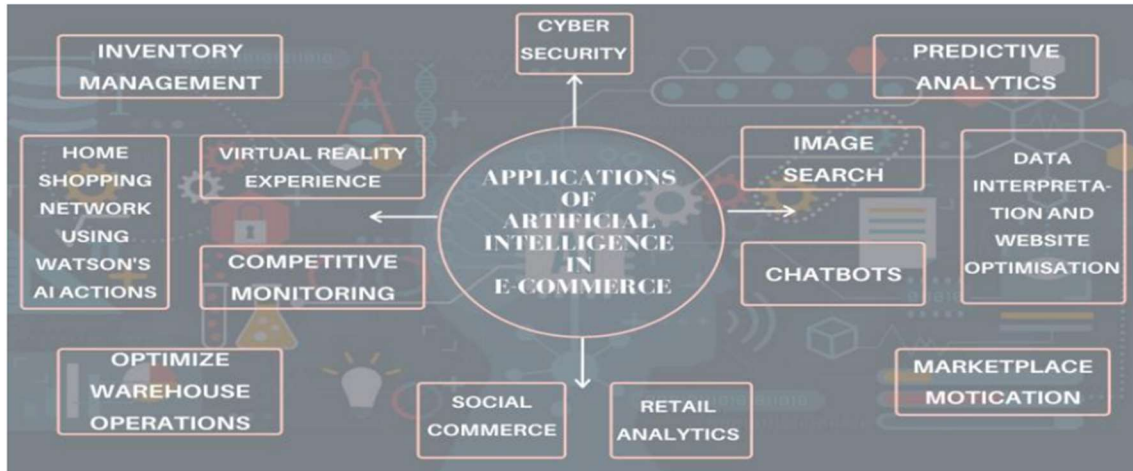


Figure 12 Applications of Artificial Intelligence in e-commerce

(Source: Lari et al., 2022)

The findings related to the impact of AI in e-marketing shed light on its transformative potential in enhancing M&S's marketing strategies, driving customer engagement, and increasing sales revenue (Sadeq et al., 2023; Biswas et al., 2023). By leveraging AI-driven insights, M&S can personalize marketing communications, tailor product recommendations, and deliver targeted promotions based on individual preferences and purchasing behavior (Nair and Gupta, 2021). Moreover, AI enables M&S to optimize marketing spend, allocate resources efficiently, and maximize the return on investment (ROI) from its e-marketing initiatives (Sadeq et al., 2023). However, while AI offers substantial benefits in terms of efficiency and effectiveness, its adoption also poses challenges related to data privacy, consumer consent, and regulatory compliance (StealthLabs, 2020). Therefore, M&S must strike a balance between leveraging AI to enhance marketing capabilities and safeguarding consumer privacy and trust.

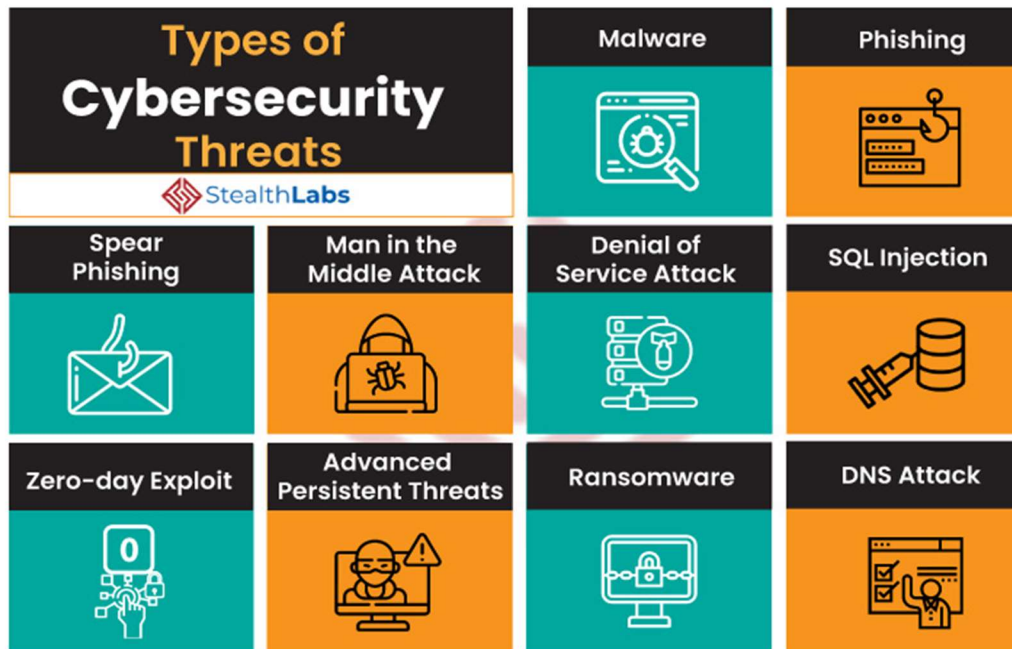
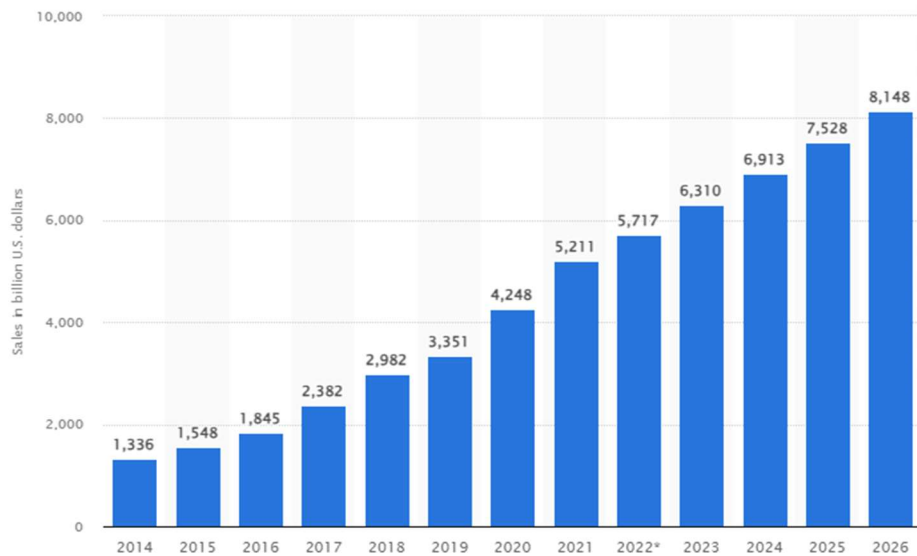


Figure 13 Different types of cyber security threats affecting e-commerce sites

(Source: StealthLabs, 2020)

The broader implications of AI adoption in e-marketing extend beyond M&S to businesses across industries, highlighting its potential to revolutionize customer engagement, drive sales growth, and strengthen brand reputation (Sadeq et al., 2023; Nair and Gupta, 2021). By harnessing AI technologies, companies can gain deeper insights into consumer behavior, identify emerging trends, and develop targeted marketing strategies that resonate with their target audience (Silva and Bonetti, 2021). Moreover, AI enables real-time decision-making, agile marketing campaigns, and continuous optimization, allowing businesses to adapt quickly to changing market dynamics and consumer preferences (Biswas et al., 2023; Silva et al., 2020). However, the widespread adoption of AI in e-marketing also raises concerns regarding algorithmic bias, ethical implications, and unintended consequences, necessitating robust governance frameworks and ethical guidelines to ensure responsible AI use (StealthLabs, 2020).



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Figure 14 Statistics of e-commerce sales worldwide

(Source: Chevalier, 2022)

In evaluating the strengths and weaknesses of AI implementation in e-marketing for M&S, several factors must be considered, including data privacy concerns, consumer trust, and adaptability to changing market trends (Sadeq et al., 2023; Biswas et al., 2023; StealthLabs, 2020). While AI enables M&S to enhance targeting accuracy, personalize customer experiences, and optimize marketing performance, it also entails risks associated with data breaches, algorithmic errors, and regulatory non-compliance (StealthLabs, 2020). Moreover, the reliance on AI-driven decision-making may lead to over-reliance on automation, diminishing human oversight and creativity in marketing strategies (Sadeq et al., 2023). Therefore, M&S must adopt a holistic approach to AI implementation in e-marketing, integrating human judgment, ethical considerations, and feedback mechanisms to ensure transparency, accountability, and alignment with organizational goals (Biswas et al., 2023).

The impact of AI on e-marketing in the context of Marks and Spencer (M&S) underscores its transformative potential in driving customer engagement, increasing sales revenue, and enhancing brand reputation. By leveraging AI-driven insights, M&S can personalize marketing communications, optimize inventory management, and bolster cybersecurity defenses, thereby gaining a competitive edge in the e-commerce landscape. However, the adoption of AI in e-

marketing also presents challenges related to data privacy, algorithmic bias, and ethical considerations, necessitating a balanced approach that prioritizes consumer trust, regulatory compliance, and responsible AI use. Moving forward, M&S must continue to innovate and evolve its e-marketing strategies, leveraging AI technologies to deliver seamless, personalized experiences that resonate with its customers while upholding ethical standards and regulatory requirements.

4.3.3 Theme 3: Analysis of the role of AI in enhancing the financial outcomes for M&S

The role of AI in enhancing the financial outcomes for Marks and Spencer (M&S) encompasses various aspects, including revenue growth, gigification, and service quality improvements (Sharma et al., 2022; Braganza et al., 2022; Silva et al., 2020). AI-driven technologies enable M&S to optimize operational efficiency, streamline business processes, and capitalize on emerging market opportunities, thereby driving top-line growth and profitability (Sharma et al., 2022). By leveraging AI-powered analytics and predictive modeling, M&S can identify revenue-generating opportunities, mitigate risks, and make data-driven decisions that enhance financial performance (Braganza et al., 2022). Moreover, AI facilitates gigification initiatives, enabling M&S to scale its workforce, reduce labor costs, and improve service delivery through on-demand staffing models (Braganza et al., 2022). Additionally, AI-driven innovations enhance service quality by enabling personalized customer experiences, seamless transactions, and proactive issue resolution, fostering customer loyalty and repeat business (Silva et al., 2020).

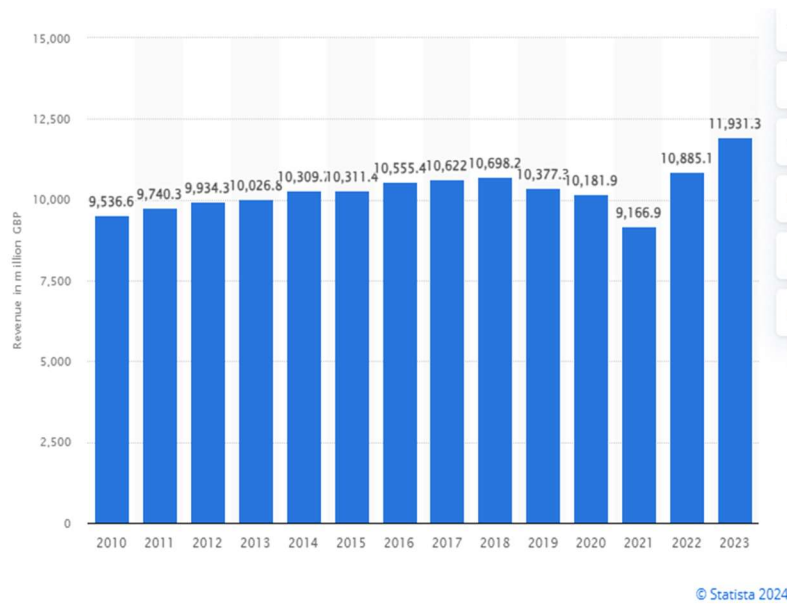


Figure 15 Revenue of M & S worldwide from 2013 to 2023

(Source: Smith, 2023)

The findings related to the impact of AI on M&S's financial outcomes align with existing literature on the financial implications of AI adoption in business operations, highlighting its potential to drive revenue growth, cost savings, and competitive advantage (Sharma et al., 2022; Braganza et al., 2022). Studies suggest that organizations that strategically invest in AI technologies experience significant improvements in financial performance, including higher revenue generation, lower operating expenses, and improved profit margins (Sharma et al., 2022). Moreover, AI-enabled gigification initiatives enable businesses to optimize resource allocation, reduce labor costs, and enhance workforce flexibility, leading to improved operational efficiency and financial sustainability (Braganza et al., 2022). However, while AI offers substantial benefits in terms of financial outcomes, its adoption also entails risks and challenges, including upfront investment costs, technical complexities, and organizational resistance to change (Silva et al., 2020).

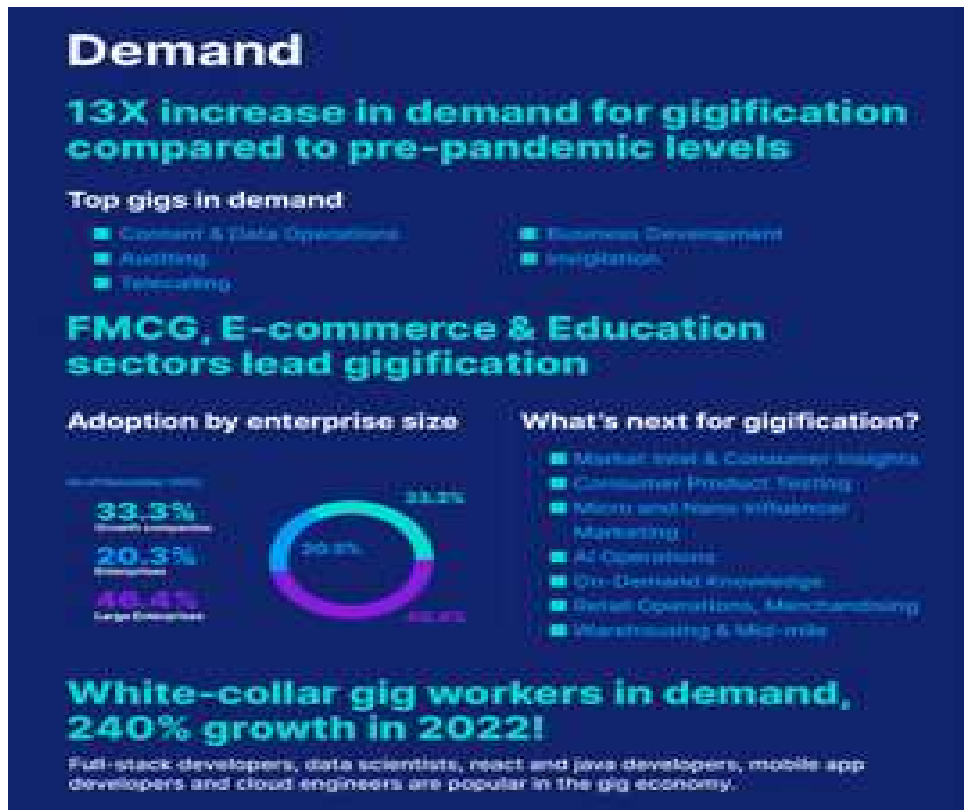


Figure 16 Impacts of gigification in organisations

(Source: Sharma, 2023)

The broader implications of AI implementation for M&S's financial performance extend beyond revenue growth to encompass profitability, operational efficiency, and shareholder value (Sharma et al., 2022; Braganza et al., 2022). By leveraging AI technologies, M&S can optimize resource allocation, reduce wastage, and enhance productivity across its value chain, thereby improving profitability and shareholder returns (Sharma et al., 2022). Moreover, AI-driven insights enable M&S to identify cost-saving opportunities, optimize pricing strategies, and mitigate financial risks, enhancing its resilience to market fluctuations and competitive pressures (Braganza et al., 2022). Additionally, AI facilitates data-driven decision-making, enabling M&S to anticipate customer preferences, optimize product offerings, and capitalize on emerging market trends, thereby enhancing its competitiveness and long-term financial sustainability (Silva et al., 2020).

FINANCIAL HIGHLIGHTS

Group revenue

£11.9bn

21/22: +9.6%

Basic earnings per share

18.5p

21/22: +17.8%

Group profit before tax

£475.7m

21/22: +21.4%

Group profit before tax
and adjusting items

£482.0m

21/22: -7.8%

APM

Net debt excluding lease liabilities

£355.6m

21/22: -15.4%

APM

Adjusted earnings per share

18.1p

21/22: -16.6%

APM

NET PROMOTER SCORES

Group NPS

+36

21/22: +7

Omni-channel NPS

+39

New metric

International NPS

+84

21/22: +4

Figure 17 Financial highlights of M&S

(Source: M&S, 2023)

In evaluating the strengths and weaknesses of AI implementation in improving financial outcomes for M&S, several factors must be considered, including investment costs, return on investment, and long-term sustainability (Sharma et al., 2022; Braganza et al., 2022; Silva et al., 2020). While AI offers significant potential to drive revenue growth, reduce costs, and enhance profitability, its adoption requires substantial upfront investment in technology infrastructure, talent acquisition, and organizational readiness (Sharma et al., 2022). Moreover, the success of AI initiatives depends on factors such as data quality, algorithm accuracy, and alignment with business objectives, which may pose challenges for organizations seeking to realize the full benefits of AI adoption (Braganza et al., 2022). Additionally, AI implementation may face resistance from employees, stakeholders,

and regulatory bodies, necessitating effective change management strategies and stakeholder engagement to overcome barriers to adoption (Silva et al., 2020).

The analysis of the role of AI in enhancing the financial outcomes for Marks and Spencer (M&S) highlights its potential to drive revenue growth, improve operational efficiency, and enhance shareholder value. By strategically investing in AI-driven technologies, M&S can capitalize on emerging market opportunities, optimize resource allocation, and mitigate financial risks, thereby strengthening its competitive position and long-term financial sustainability. However, the successful implementation of AI initiatives requires careful consideration of investment costs, return on investment, and organizational readiness, as well as proactive measures to address challenges related to data quality, algorithm accuracy, and change management. Moving forward, M&S must continue to innovate and evolve its AI strategies, leveraging technology to drive financial performance while addressing ethical, regulatory, and societal concerns associated with AI adoption.

4.3.4 Theme 4: Identification of challenges and evaluation of the implementation of AI in business operations

The implementation of AI in business operations presents numerous challenges for companies like Marks and Spencer (M&S), including the lack of human interaction, limited error recognition abilities, and difficulties in replicating organizational cultures (Khan et al., 2021; Hao et al., 2020; Rai et al., 2021). AI systems, while proficient in processing large volumes of data and performing complex tasks, often lack the nuanced understanding and contextual awareness that human employees possess (Khan et al., 2021). This deficiency can hinder effective communication, collaboration, and decision-making within M&S, leading to gaps in knowledge sharing and coordination across departments (Hao et al., 2020). Moreover, AI algorithms may struggle to recognize and correct errors, especially in dynamic and unpredictable environments, which can result in suboptimal outcomes and undermine confidence in AI-driven solutions (Rai et al., 2021). Additionally, replicating M&S's unique organizational culture within AI systems poses challenges, as culture encompasses shared values, norms, and behaviors that are deeply ingrained in the company's identity and shaped by its history, leadership, and workforce dynamics (Khan et al., 2021).

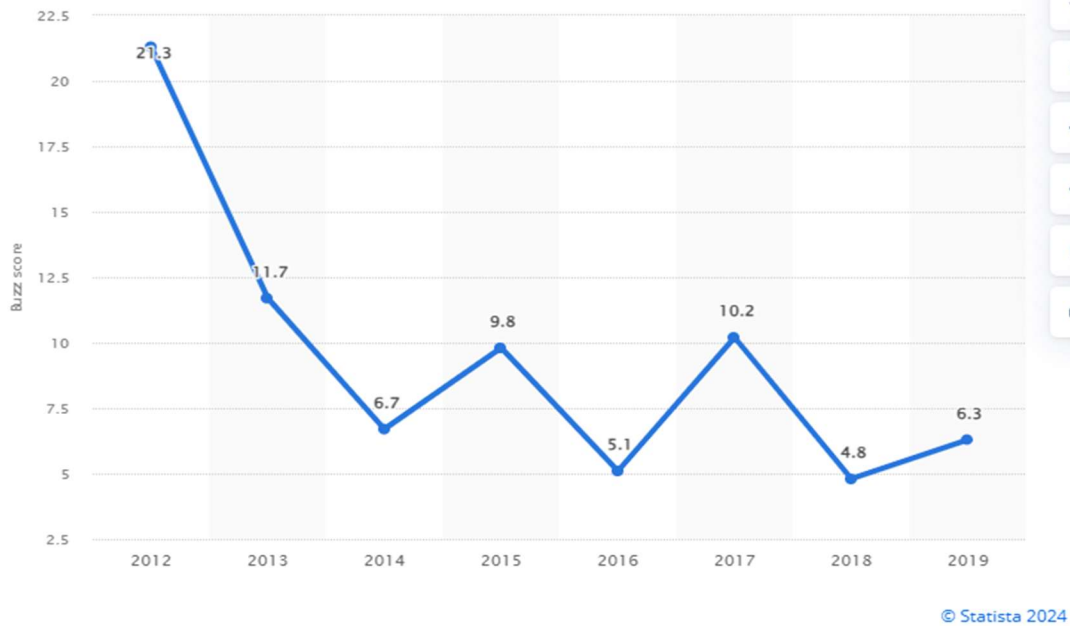


Figure 18 Statistics of brand value of M&S

(Source: Statista, 2024)

These challenges significantly impact AI implementation in M&S and have broader implications for businesses adopting AI technologies across industries. The lack of human interaction in AI-driven systems can impede employee acceptance and adoption, as workers may perceive AI as a threat to their jobs, autonomy, and professional expertise (Khan et al., 2021). Moreover, the limited error recognition abilities of AI systems can lead to costly mistakes, compliance breaches, and reputational damage for organizations, particularly in high-stakes domains such as finance, healthcare, and cybersecurity (Hao et al., 2020). Furthermore, the difficulty in replicating organizational cultures within AI technologies can result in mismatches between AI-driven solutions and organizational values, leading to conflicts, resistance, and cultural friction within M&S and other businesses (Rai et al., 2021).

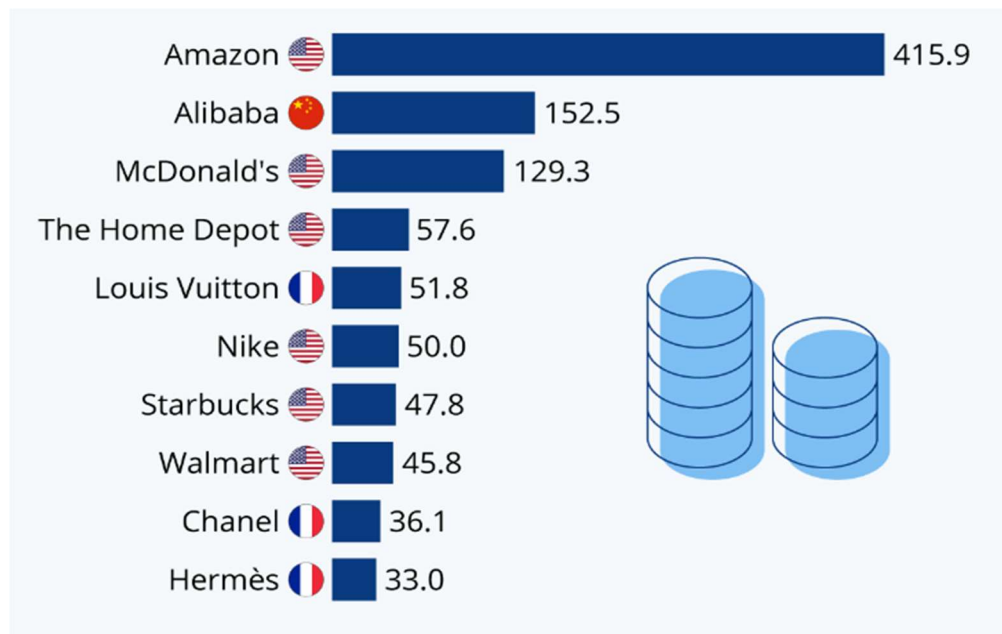


Figure 19 Brand value of top most e-commerce organisations

(Source: Statista Infographics, 2024)

To address the identified challenges and optimize AI implementation in business operations, M&S can adopt several strategies aimed at enhancing human-machine collaboration, error detection, and cultural alignment (Khan et al., 2021; Hao et al., 2020; Rai et al., 2021). Firstly, M&S should prioritize employee training and development initiatives to enhance digital literacy, AI skills, and human-centered design principles, empowering employees to leverage AI technologies effectively and contribute meaningfully to innovation and problem-solving efforts (Khan et al., 2021). Additionally, M&S can implement robust quality assurance processes and error detection mechanisms to monitor AI systems' performance, identify anomalies, and intervene proactively to mitigate risks and improve outcomes (Hao et al., 2020). Moreover, M&S should foster a culture of experimentation, learning, and adaptation, encouraging employees to embrace change, challenge assumptions, and collaborate across functions to drive continuous improvement and innovation (Rai et al., 2021).

In evaluating the strengths and weaknesses of AI implementation in overcoming operational challenges for M&S, several factors must be considered, including organizational culture, employee training, and technological infrastructure (Khan et al., 2021; Hao et al., 2020; Rai et al.,

2021). The strengths of AI implementation lie in its ability to automate routine tasks, analyze large datasets, and generate insights that inform decision-making, enabling M&S to improve efficiency, agility, and competitiveness in the marketplace (Khan et al., 2021). Moreover, AI technologies can augment human capabilities, enhance productivity, and drive innovation, positioning M&S for long-term success and sustainability (Hao et al., 2020). However, the weaknesses of AI implementation include the risk of algorithmic bias, data privacy concerns, and ethical dilemmas, which can undermine trust, transparency, and stakeholder confidence in AI-driven solutions (Rai et al., 2021). Additionally, the successful integration of AI into M&S's operations requires significant investments in talent acquisition, infrastructure development, and change management initiatives, which may pose challenges in terms of resource allocation, scalability, and organizational alignment (Khan et al., 2021).

The identification of challenges and evaluation of the implementation of AI in business operations highlight the complexities and opportunities associated with leveraging AI technologies to drive organizational performance and innovation. While AI offers significant potential to enhance efficiency, effectiveness, and competitiveness for M&S and other businesses, its successful implementation requires careful consideration of human factors, technological capabilities, and organizational dynamics. By addressing challenges related to human-machine interaction, error recognition, and cultural alignment, M&S can unlock the full benefits of AI adoption, empowering employees, enhancing decision-making, and driving sustainable growth in the digital age.

4.4 Discussion

Implementing AI at Marks and Spencer (M&S) presents a myriad of challenges, notably concerning the lack of human interaction. This challenge directly impacts employee acceptance and adoption of AI technologies, aligning with Maslow's Hierarchy of Needs theory. According to Maslow, social needs, including belongingness and love, are fundamental for individuals' psychological well-being. Therefore, the absence of human interaction due to AI implementation can lead to feelings of isolation and disconnection among employees. This can hinder their willingness to embrace AI technologies, as they may perceive them as threats to their social connections within the workplace (Smith and Louis, 2020). Consequently, M&S must address this challenge by fostering a collaborative environment that integrates AI technologies seamlessly into existing communication and collaboration channels. Furthermore, the limited error recognition

abilities of AI systems pose significant risks for M&S, including compliance breaches, reputational damage, and financial losses. This challenge underscores the importance of error detection mechanisms in AI implementation, linking to Market Segmentation Theory. Market segmentation emphasizes the need to tailor products and services to meet the specific needs and preferences of distinct consumer segments. Similarly, in the context of AI implementation, error detection mechanisms must be customized to identify potential errors and anomalies unique to M&S's operational processes and customer interactions (Kotler and Armstrong, 2020). Failure to do so can result in adverse consequences, such as regulatory non-compliance, erosion of consumer trust, and financial repercussions, highlighting the critical role of robust quality assurance processes.

Moreover, difficulties in replicating organizational cultures within AI-driven systems present significant impediments to successful implementation at M&S. This challenge directly impacts organizational values, employee morale, and cultural alignment, echoing Maslow's theory of self-actualization. According to Maslow, self-actualization entails the realization of an individual's full potential and alignment with personal values and beliefs. Similarly, for AI implementation to thrive at M&S, it must align with the organization's core values and cultural norms (Smith and Louis, 2020). Failure to replicate M&S's unique culture within AI-driven systems can lead to dissonance among employees, undermining morale and hindering cultural alignment. Therefore, M&S must prioritize strategies that promote cultural integration and ensure that AI technologies reflect and reinforce the organization's values and identity. The challenges in implementing AI at M&S, including the lack of human interaction, limited error recognition abilities, and difficulties in replicating organizational cultures, are complex and multifaceted. These challenges intersect with both theoretical frameworks, Maslow's Hierarchy of Needs theory and Market Segmentation Theory, highlighting the importance of addressing them comprehensively. By integrating insights from these frameworks into AI implementation strategies, M&S can navigate these challenges effectively and maximize the benefits of AI adoption in its business operations.

The implications of AI implementation for Marks and Spencer (M&S) and businesses adopting similar technologies are multifaceted and extend across various organizational dimensions. Firstly, the challenges encountered in AI implementation, such as the lack of human interaction, significantly impact employee attitudes and behaviors. This aligns with Maslow's Hierarchy of Needs theory, emphasizing the importance of social needs in fostering employee satisfaction and

well-being. Consequently, fostering a culture of collaboration, learning, and adaptation is imperative to address these challenges effectively (Smith and Louis, 2020). M&S can achieve this by promoting open communication channels, providing comprehensive training programs, and encouraging employee involvement in decision-making processes related to AI integration. Secondly, the limited error recognition abilities inherent in AI systems pose substantial risks for M&S, particularly in terms of risk management and compliance. This resonates with Market Segmentation Theory, which underscores the importance of tailoring strategies to meet specific market needs and preferences. To mitigate these risks, M&S must prioritize the implementation of robust quality assurance processes and error detection mechanisms tailored to its operational context (Kotler and Armstrong, 2020). By investing in advanced analytics tools and continuous monitoring systems, M&S can enhance its ability to identify and address potential errors promptly, thereby safeguarding against regulatory non-compliance and reputational damage.

Furthermore, cultural alignment and organizational values play a pivotal role in the successful implementation of AI at M&S and other businesses. This relates closely to Maslow's theory of self-actualization, which emphasizes the alignment of individual values and beliefs with organizational objectives. Achieving cultural fit requires proactive efforts to bridge the gap between AI-driven solutions and organizational cultures, thereby fostering greater acceptance and adoption among employees (Smith and Louis, 2020). M&S can achieve this by involving employees in the AI implementation process, soliciting feedback, and integrating cultural considerations into the design and deployment of AI technologies. The implications of AI implementation for M&S and businesses adopting similar technologies are profound and multifaceted. By addressing challenges related to employee acceptance, risk management, and cultural alignment, organizations can unlock the full potential of AI to drive innovation, enhance operational efficiency, and create sustainable competitive advantages. Integrating insights from both Maslow's Hierarchy of Needs theory and Market Segmentation Theory into AI implementation strategies is critical to navigating these challenges effectively and maximizing the long-term benefits of AI adoption.

To address the challenges and optimize AI implementation at Marks and Spencer (M&S), strategic initiatives must be undertaken across various fronts. Firstly, employee training and development initiatives are paramount to equip the workforce with the necessary digital literacy and AI skills.

This aligns with Maslow's Hierarchy of Needs theory, emphasizing the fulfilment of self-actualization needs through continuous learning and growth opportunities (Smith and Louis, 2020). Training programs tailored to M&S's specific context can empower employees to leverage AI technologies effectively, fostering human-machine collaboration and driving organizational innovation. By investing in comprehensive training initiatives, M&S can enhance employee confidence and competence in utilizing AI tools to augment their decision-making processes and enhance productivity. Secondly, ensuring the reliability and accuracy of AI systems requires robust quality assurance processes and error detection mechanisms. This resonates with Market Segmentation Theory, highlighting the importance of delivering consistent and high-quality products/services to meet customer expectations (Kotler and Armstrong, 2020). By implementing stringent quality assurance protocols, M&S can minimize the likelihood of errors and mitigate associated risks, such as compliance breaches and reputational damage. Leveraging advanced analytics and machine learning algorithms, M&S can proactively detect anomalies and deviations from expected patterns, enabling timely interventions and corrective actions.

Furthermore, cultural transformation and change management are essential to facilitate the alignment of organizational culture with AI implementation goals. This relates closely to Maslow's theory of self-actualization, emphasizing the need for congruence between individual values and organizational objectives (Smith and Louis, 2020). M&S can promote cultural transformation by fostering a culture of innovation, collaboration, and adaptability, where employees are encouraged to embrace change and experiment with new technologies. Change management initiatives, such as leadership alignment, communication strategies, and stakeholder engagement, are instrumental in overcoming resistance to change and fostering organizational resilience in the face of AI-driven transformations. Strategic initiatives aimed at addressing challenges and optimizing AI implementation at M&S encompass employee training and development, quality assurance, and cultural transformation. By integrating insights from Maslow's Hierarchy of Needs theory and Market Segmentation Theory into these initiatives, M&S can effectively navigate the complexities of AI adoption and leverage technology to drive sustainable business growth and competitive advantage.

The strengths of AI implementation at Marks and Spencer (M&S) are evident in the efficiency gains, productivity improvements, and innovation opportunities it offers. According to Maslow's

Hierarchy of Needs theory, individuals are motivated by the pursuit of self-actualization, which encompasses realizing one's full potential and achieving personal growth (Smith and Louis, 2020). AI technologies enable M&S to streamline processes, automate routine tasks, and allocate resources more effectively, thereby empowering employees to focus on value-added activities and creative endeavors. Moreover, AI-driven insights and predictive analytics facilitate data-driven decision-making, enabling M&S to anticipate customer preferences, optimize inventory management, and tailor marketing strategies to individual needs, thus enhancing customer satisfaction and loyalty.

However, alongside these strengths, AI implementation in M&S also entails inherent weaknesses and challenges. One notable concern is the risk of algorithmic bias, which can perpetuate systemic inequalities and undermine organizational objectives. Market Segmentation Theory underscores the importance of delivering tailored solutions to diverse customer segments to maximize market share and profitability (Kotler and Armstrong, 2020). Yet, if AI algorithms exhibit bias or discriminatory behaviour, it can lead to suboptimal outcomes, erode consumer trust, and tarnish M&S's reputation. Additionally, data privacy concerns loom large, particularly in light of increasingly stringent regulatory frameworks such as the General Data Protection Regulation (GDPR). M&S must navigate the delicate balance between leveraging customer data to drive personalized experiences and safeguarding individuals' privacy rights, ensuring compliance with regulatory requirements and ethical standards.

Moreover, the scalability and organizational alignment pose significant challenges to successful AI implementation at M&S. While AI technologies hold immense potential, realizing their full benefits requires substantial investments in infrastructure, talent acquisition, and organizational restructuring. Maslow's theory emphasizes the importance of fulfilling physiological and safety needs before progressing to higher-order needs such as belongingness and esteem (Smith and Louis, 2020). Similarly, M&S must prioritize resource allocation and capacity-building initiatives to address the foundational requirements for AI adoption, including data governance, cybersecurity, and talent development. Furthermore, achieving organizational alignment entails overcoming resistance to change, fostering a culture of innovation and collaboration, and aligning strategic objectives with AI implementation goals to drive sustainable growth and competitive advantage.

5 Chapter 5: Conclusion and Recommendations

5.1 Introduction

Artificial intelligence (AI) has emerged as a transformative force in marketing, enabling retailers like Marks & Spencer (M&S) to optimize operations and enhance customer experiences. This chapter reviews the role of AI in marketing, particularly within the context of M&S, focusing on its implementation and impact on business development and brand awareness. It explores how AI technologies have influenced consumer behaviour, streamlined workflows, and automated processes in the retail sector.

5.2 Review of Research Objectives

The research objectives serve as guiding principles for this study, directing the investigation into the utilization and impact of AI in M&S's e-marketing endeavours.

RO1: Exploration of AI Implementation in M&S's E-marketing: This objective focuses on understanding the specific AI applications employed by M&S in its e-marketing strategies. It necessitates an in-depth examination of how AI technologies are integrated into various aspects of M&S's digital marketing efforts, such as customer engagement, personalization, and campaign optimization.

RO2: Evaluation of AI's Impact on M&S's E-marketing Success: This objective aims to assess the effectiveness and significance of AI in driving the success of M&S's e-marketing initiatives. It involves analysing key performance indicators (KPIs), such as website traffic, conversion rates, and customer satisfaction metrics, to determine the extent to which AI contributes to achieving marketing objectives and enhancing overall business performance.

RO3: Critical Analysis of AI's Role in M&S's Financial Growth: This objective entails critically examining the relationship between AI adoption and M&S's financial growth. It involves evaluating how AI-powered e-marketing strategies influence revenue generation, profitability, and market competitiveness for M&S. By conducting a thorough analysis, this objective aims to elucidate the direct and indirect financial implications of AI implementation in M&S's marketing operations.

RO4: Identification of Common Challenges in AI Implementation for E-marketing: This objective focuses on identifying and analysing the common challenges and obstacles encountered in the

implementation of AI applications in e-marketing at M&S. It involves exploring issues such as data privacy concerns, algorithmic bias, technological limitations, and organizational resistance to change. By recognizing these challenges, this objective seeks to provide insights into potential barriers to successful AI integration and offer recommendations for overcoming them effectively.

These objectives collectively aim to provide a comprehensive understanding of the role, impact, challenges, and opportunities associated with AI adoption in M&S's e-marketing domain.

5.3 Major Findings & Answers to Research Questions

The major findings of this study highlight the pivotal role of AI in M&S's marketing strategies, particularly in enhancing e-marketing effectiveness and driving financial growth. Specifically, AI technologies like image recognition systems have been identified as key contributors to M&S's marketing success, enabling advanced capabilities such as conformance checking in stores. Additionally, the study sheds light on the challenges inherent in AI implementation, including limitations in error recognition, which pose significant hurdles to seamless integration. By uncovering these findings, the study underscores the intricate relationship between AI adoption, marketing performance, and organizational success in the context of M&S's operations.

5.4 Practical and Theoretical Implications of Findings

The practical implications of the research findings underscore the significance of AI adoption for businesses, particularly in the realm of marketing. By demonstrating the tangible benefits of AI in enhancing e-marketing effectiveness and driving financial growth, the study offers valuable insights for organizations seeking to leverage AI technologies to gain a competitive edge. Moreover, the identification of common challenges associated with AI implementation informs strategic decision-making processes, enabling businesses to anticipate and mitigate potential barriers to success. On the theoretical front, the findings contribute to existing knowledge by aligning with established frameworks such as Maslow's Hierarchy of Needs theory and Market Segmentation Theory. By contextualizing the role of AI within these theoretical paradigms, the study enriches theoretical discourse surrounding technological innovation in business operations, shedding light on the intricate interplay between AI adoption, consumer behaviour, and organizational performance.

5.5 Recommendations for Future Research

Future research endeavours should delve deeper into exploring AI's applicability in the fast-fashion industry, building upon the insights gained from this study. Specifically, researchers could investigate how AI-driven technologies can further revolutionize customer experience and facilitate real-time analysis of market trends, thereby empowering businesses to adapt swiftly to changing consumer preferences. Additionally, examining the ethical implications of AI adoption in marketing practices and exploring strategies for ensuring responsible AI utilization represents another promising avenue for future research. By addressing these research gaps, scholars can contribute to a more comprehensive understanding of AI's transformative potential in the realm of e-marketing, ultimately fostering innovation and driving sustainable growth in the retail sector.

5.6 Limitations

While this study primarily focuses on the impact of AI on marketing within the retail sector, it acknowledges the broader scope of retail business operations beyond marketing activities. By solely concentrating on marketing aspects, the study may overlook critical areas such as supply chain management and inventory control, which are integral components of retail operations. Consequently, the findings may not fully capture the comprehensive impact of AI across all facets of retail business. Future research endeavours should aim to bridge this gap by exploring the implications of AI adoption on supply chain optimization, inventory management, and other operational functions within the retail sector. By addressing these limitations, future studies can provide a more holistic understanding of AI's transformative potential in retail business operations.

5.7 Reflection-Gibbs Reflective Cycle

5.7.1 Description

Throughout the course of conducting research on the role of AI in e-marketing, I embarked on a journey filled with challenges, learning opportunities, and personal growth. This reflective analysis aims to delve into my experiences, feelings, evaluations, and action plans, guided by the Gibbs Reflective Model, to gain insights into the research process and its impact on my personal and professional development.

5.7.2 Feelings

Initially, I felt a sense of excitement and curiosity as I delved into the realm of AI and its applications in e-marketing. However, as the research progressed, I encountered moments of

frustration and doubt, particularly when faced with complex theories and methodologies. Despite these challenges, I persevered, fuelled by a desire to contribute meaningfully to the field and expand my knowledge and skills.

5.7.3 Evaluation

Upon reflection, I recognize that one of my strengths lies in my ability to adapt and learn quickly, allowing me to navigate through unfamiliar territory and comprehend intricate concepts. However, I also acknowledge areas where improvement is needed, such as time management and self-confidence. At times, I struggled with balancing various tasks and deadlines, leading to moments of stress and anxiety. Additionally, I found myself doubting my capabilities and questioning the validity of my research findings. Despite these challenges, I remained committed to overcoming obstacles and achieving my research objectives.

5.7.4 Analysis

The research process provided numerous learning opportunities, allowing me to deepen my understanding of AI and its implications for e-marketing. Collaborating with peers and accessing a diverse range of resources enriched my perspective and expanded my knowledge base. Moreover, engaging with theoretical frameworks such as Maslow's Hierarchy of Needs theory and Market Segmentation Theory helped contextualize my findings within established paradigms, enhancing the credibility and rigor of my research.

5.7.5 Conclusion

In conclusion, the research journey on AI in e-marketing has been both rewarding and challenging. While I encountered setbacks and obstacles along the way, I also experienced moments of growth, discovery, and achievement. Moving forward, I am committed to applying the insights gained from this experience to future endeavors, whether in academia or professional practice. By continuously seeking opportunities for learning and improvement, I am confident in my ability to contribute meaningfully to the field and make a positive impact on society.

5.7.6 Action Plan

Based on my reflections, I have identified several areas for personal and professional development. Firstly, I plan to prioritize time management and organizational skills to ensure efficient workflow and meet deadlines effectively. Additionally, I aim to cultivate self-confidence and resilience by acknowledging my strengths and embracing challenges as opportunities for growth. Moreover, I

will continue to seek feedback and guidance from mentors and peers to enhance my research skills and expand my knowledge base. By implementing these strategies, I am confident that I can overcome obstacles and achieve success in future endeavors.

By Brain writes Experts