

AI isn't making brand marketing faster.

It is changing what the whole system is optimized for.

The old model was built around earning attention, buying distribution, producing scarce creative and measuring clicks.

AI is breaking each of those assumptions.

Swipe for the five shifts →

Discovery is moving from search results to answers.

When Google showed an AI Overview, users clicked a traditional result in 8% of visits — versus 15% without one.

Traditional result clicks



Only 1% clicked a source inside the AI summary.

So brand consideration can now happen before a consumer visits your site, sees your ad, or enters your funnel.

The interface between the consumer and the brand is changing owners.

In 2026, Shopee began integrating product discovery into ChatGPT across Southeast Asia and other markets.

The important part isn't Shopee.

It is the mechanism:

AI assistants are becoming a distribution layer in their own right.

So winning discovery increasingly means being legible to AI systems — not only ranking in feeds and search engines.

Creative supply is becoming abundant. Distinctiveness is not.

IAB found cost efficiency had become the top cited benefit of AI in advertising.

But advertisers substantially overestimated how positively younger consumers felt about AI-generated ads.

**More output
for less**

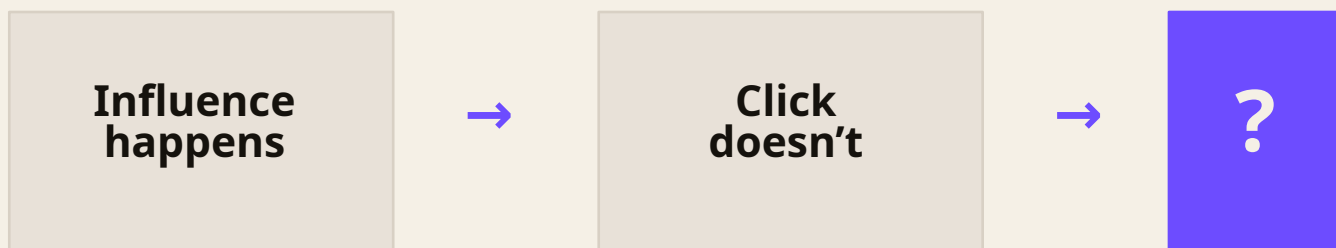
**Less tolerance
for sameness**

When everyone can produce more creative for less, volume stops being an advantage. Brand taste, memory structures and coherence matter more.

AI creates influence that the old attribution stack cannot see.

If an AI answer shapes preference but produces no outbound click, there is no clean touchpoint to attribute.

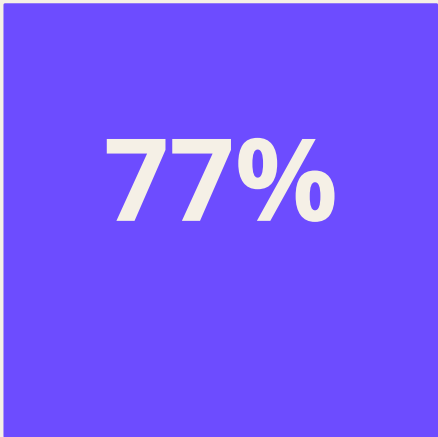
That is not theoretical. Pew observed AI Overviews reducing outbound click behaviour substantially.



So teams need to measure incrementality, demand creation and brand effects — not just optimize incomplete click paths.

The marketing org cannot bolt AI onto the old org chart.

In Salesforce's 2026 CMO research, 77% of CMOs said AI agents would require a fundamental redesign of marketing departments.



77%

**say AI agents require a
fundamental redesign**

The scarce capability moves upward: from execution capacity to decision quality, standards, data and orchestration.

Has your marketing model actually changed yet?

- 1 Can consumers discover and understand your brand without visiting anything you own?**
- 2 Are you designing distribution for AI answers as well as search and social feeds?**
- 3 Has cheaper creative changed what you reward your team and agencies for?**
- 4 Are you still measuring success mainly through touchpoints AI is making less visible?**

If most answers are no, you may be adopting AI inside an operating model built for the previous era.

The AI question for brand leaders is no longer:

“Which tools should we adopt?”

It is:

“What part of our marketing operating model no longer makes sense?”

That is the conversation worth having in 2026.

What are you changing first?