

AI PLAYBOOK 8

Evolution of Marketing Roles in the AI Era

May 2025



theCMA.ca

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This Playbook is part of the CMA's AI Mastery Series, empowering marketers to Implement AI in ways that earn regulatory confidence, maintain strong brand reputation, and foster consumer trust

Marketing's AI transformation is here

The Canadian marketing landscape is undergoing unprecedented transformation as artificial intelligence evolves from being experimental to essential. Research shows 74% of Canadian Marketing Association members now use generative AI tools weekly, significantly higher than the 62% average for Canadian knowledge workers. Mid-career marketers face a critical moment: those developing AI fluency while leveraging experience will thrive, while those resisting change risk falling farther and farther behind.

Despite accelerating adoption, significant organizational gaps exist: 56% of marketers report receiving inadequate AI training, and 44% lack clear company AI policies. This creates both challenges and opportunities for professionals who can navigate the technical and ethical dimensions of AI implementation. The most successful Canadian marketers will position themselves not as competitors to AI but as orchestrators who leverage these technologies while maintaining marketing's essential human elements.

As the catalyst for marketing excellence, the CMA is at the forefront of helping Canada's marketers navigate this transition. The association provides essential frameworks for ethical AI innovation, ensuring marketers can implement these technologies confidently. By offering roadmaps to address the ethical, legal, and operational challenges of AI adoption, the CMA equips Canadian marketers with the insights needed to leverage AI effectively and futureproof their careers.

AI's impact on Canadian marketing

The integration of AI into marketing functions is accelerating across Canada, reshaping workflows, capabilities, and expectations. Canadian businesses report significant industry variation in AI adoption rates, with information and cultural sectors (24.1%) and professional services (18.8%) leading implementation. In early 2025, 34 per cent of marketing and creative job postings were for hybrid roles that blend traditional marketing with technology skills.

Social commerce and platform integration are rapidly evolving, with Canada's social commerce market projected to grow from USD 7.58 billion in 2024 to USD 14.12 billion by 2030. AI-powered personalization and real-time analytics are becoming standard practice in this space. Meanwhile, Canadian consumers increasingly expect both technological sophistication and authentic human connection, a paradox marketers must navigate.

Skills shortages currently explain approximately 7 per cent of Canada's productivity gaps compared to the U.S., highlighting the economic impact of this transformation. For individual marketers, the message is clear: develop AI capabilities now or risk falling behind those who do.

From traditional to AI-integrated skills

Since this transformation in marketing skills is a fundamental evolution, not a replacement, marketers can be proactive in addressing it.

Traditional capabilities in brand strategy, creative development, and consumer psychology remain valuable but must be augmented with AI literacy. Today's marketers need proficiency in predictive analytics, unstructured data analysis, and AI tool orchestration alongside their core expertise. While 80% of Canadian marketers are using personal AI accounts at work, this often reflects inadequate enterprise solutions rather than proper integration.

Strategic adaptation capabilities have become as important as technical skills. The ability to balance automation and creativity, optimize ROI through AI-driven insights, and ensure ethical AI deployment, separates leading marketers from followers. This is particularly crucial in Canada's regulatory environment, where organizations must navigate both PIPEDA compliance and evolving provincial frameworks like Quebec's distinct opt-in requirements.

For mid-career professionals, the priority should be developing cross-functional capabilities that bridge marketing strategy with technological implementation. This hybrid skill set—human creativity enhanced by AI-powered analysis—represents the most sustainable career path in an increasingly automated landscape. Digital transformation initiatives across sectors are driving 28% productivity improvements in AI-enabled organizations compared to legacy systems.

Emerging roles and opportunities

The marketing department of 2030 will feature roles that barely exist today.

The Canadian AI job market is growing, with specific marketing-related positions emerging at the intersection of technology and business strategy. AI-powered marketing strategists will leverage tools for campaign optimization and personalization, while AI product managers will bridge technical and business teams to leverage, develop and orchestrate marketing technologies.

Bilingual AI optimization managers will specialize in French/English content generation and cultural adaptation, data analysts with AI marketing expertise will process large datasets to predict consumer behaviour patterns unique to Canadian regions and demographics.

For mid-career professionals, the most promising path involves augmenting existing expertise with targeted AI capabilities rather than competing directly with technical specialists. This means developing vertical specialization in specific AI applications, horizontal integration across traditional boundaries, or strategic elevation to orchestration roles. The market increasingly values professionals who can translate between technical capabilities and business objectives—a skill that typically requires both experience and technical literacy. Positioning yourself at this intersection creates sustainable career advantage.



Are you ready for marketing's AI revolution?

Your AI skill development plan

Pursue your AI transformation with a structured methodology tailored to the Canadian marketing context.

- First, conduct a skills inventory using the CMA's AI Competency Matrix, comparing your capabilities to emerging requirements. Identify 2–3 priority areas for development, focusing on those most relevant to your current role and future aspirations. Register for upcoming CMA AI workshops or explore partner certifications like the Canadian AI Professional (CAIP™) program.
- Next, focus on structured skill acquisition. Dedicate 2-5 hours weekly to learning, split between formal education and practical application. Form or join a learning community for accountability and knowledge sharing. Apply new skills to actual marketing challenges through pilot projects.
- Then emphasize integration and measurement. Document your progress, update your professional profiles, and identify opportunities to apply new capabilities in your current role. Then repeat the cycle with new skill priorities, building momentum through continuous improvement.

The 3–7 year horizon for Canadian marketers

By 2030, AI integration in marketing will progress from targeted and selective to omnipresent.

- Near-term (1–2 years), focus on building AI literacy foundations and developing tool proficiency in applications most relevant to your role.
- Mid-term (3–5 years), specialized expertise in high-value AI applications and cross-functional capabilities will become essential for advancement.
- Long-term (5–7 years), the most valuable marketers will master strategic orchestration of AI-human ecosystems.

Throughout this evolution, distinctly human capabilities – creativity, emotional intelligence, ethical judgment, and strategic thinking – will increase in value as routine tasks become automated.

The most successful Canadian marketers will position themselves not as competitors to AI but as conductors who leverage these technologies to achieve objectives more effectively. They will embrace Canadian-specific requirements like bilingual AI implementation expertise and compliance with applicable laws such as PIPEDA.

Organizations implementing comprehensive AI strategies report 28% productivity improvements compared to those using traditional systems. This human-centered approach to technological transformation represents the sustainable path forward in an increasingly automated profession.

Recommended reading and citations



- [CMA Guide on AI for Marketers](#)
- [Setting the Stage on Artificial Intelligence: A CMA Primer on AI for Marketers](#)
- [CMA Accountability Checklists for AI In Marketing](#)
- [CMA Mastery Series: AI Playbooks](#)
- [CMA The State of AI Adoption in Marketing 2025](#)
- [Digital Marketing Institute: AI in Digital Marketing - The Ultimate Guide](#)
- [Marketing Week: Demand up for AI and growth skills in marketing, study finds](#)
- [Betakit: How AI can get you a job in 2025](#)
- [All About AI: 70+ AI Statistics, Trends and Predictions for 2025 in Canada](#)
- [Upskillist: Best AI Marketing Courses to Take in 2025](#)
- [Harvard FAS: These are the AI Jobs Everyone Will Want in 2025](#)
- [Robert Half: Canadian Remote Work Statistics and Trends](#)
- [Global Newswire: Canada Social Commerce Market Intelligence Report 2025-2030](#)
- [Business Dasher: Environmentally Conscious Consumers Statistics](#)
- [Nucamp: Getting a job in tech in Canada in 2025 Complete Guide](#)
- [Pembina Institute: New skills for new prosperity](#)

The CMA

The CMA is the voice of marketing in Canada and our purpose is to champion marketing's powerful impact. We are the catalyst to help Canada's marketers thrive today, while building the marketing mindset and environment of tomorrow.

We provide opportunities for our members from coast to coast to develop professionally, to contribute to marketing thought leadership, to build strong networks, and to strengthen the regulatory climate for business success. Our Chartered Marketer (CM) designation signifies that recipients are highly qualified and up to date with best practices, as reflected in the CMA's Canadian Marketing Code of Ethics and Standards. We represent virtually all of Canada's major business sectors, and all marketing disciplines, channels and technologies. Our Consumer Centre helps Canadians better understand their rights and obligations. For more information, visit thecma.ca.

10



Lead the
change, don't
just adapt to
it.

11