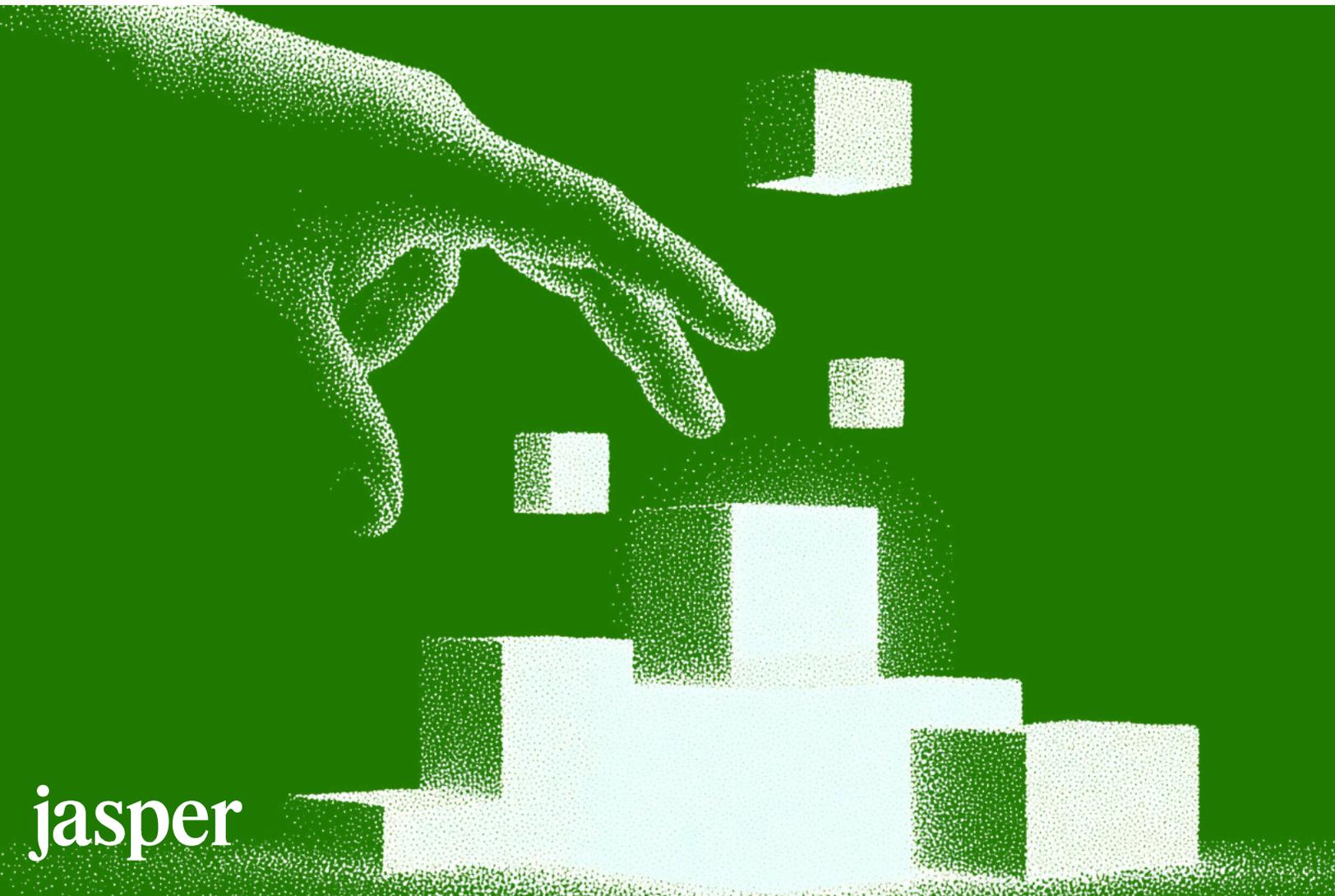


Ebook

# Reinventing Marketing Teams for the Operational Era of AI

Inside the new roles and operating models that transform AI adoption into scaled execution



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In 2026, the question is no longer whether teams should adopt AI, but whether they are structured to scale it responsibly, measure its impact, and govern it effectively.

According to Jasper's [State of AI in Marketing 2026](#) report, 91% of marketers now use AI, yet most organizations remain early in operational maturity. This gap between adoption and execution defines the next era of marketing transformation.

To help bridge this gap, traditional marketing roles are already starting to evolve and expand. Some of the transitions underway include:

- **Content marketing → content engineers:** Moving from producing assets to building AI-driven content systems
- **Demand gen/growth marketing → GTM engineers:** Shifting from running campaigns to designing automated, signal-driven acquisition engines
- **Marketing ops → AI architects:** Evolving from tool managers to architects of AI infrastructure, data flows, and governance that power the GTM engine

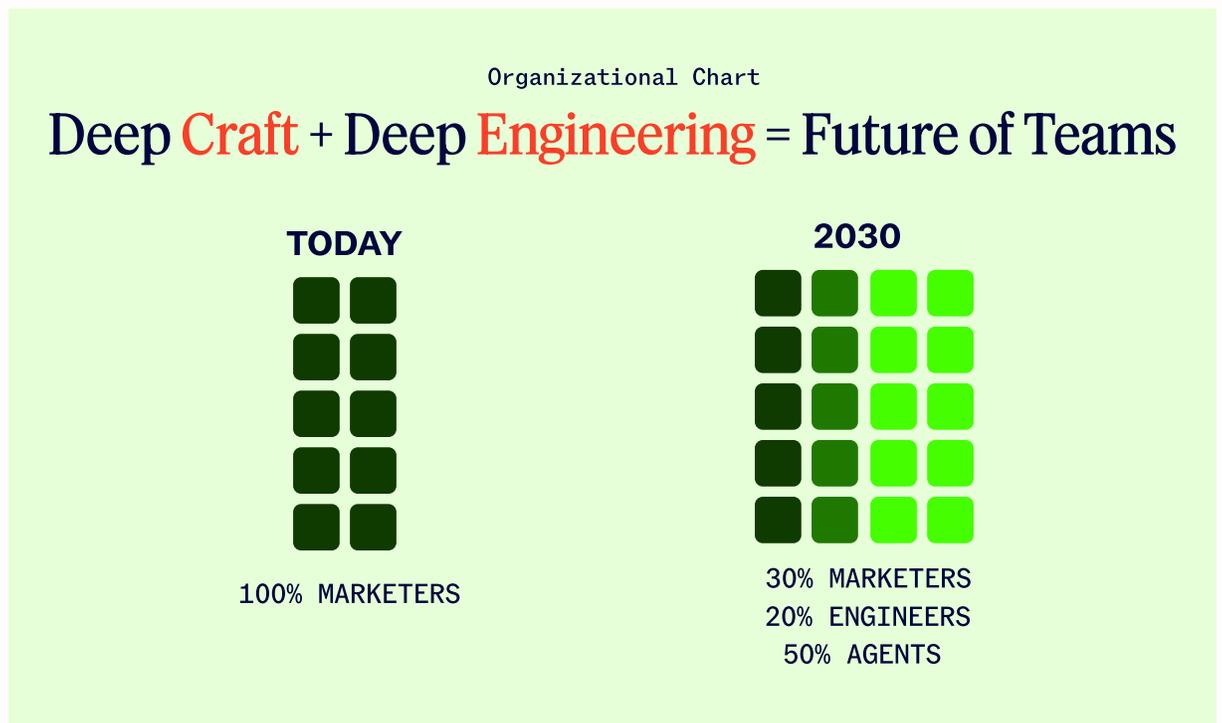
Across all of these roles, the pattern is the same: marketers are moving away from one-off execution and toward designing repeatable systems that scale through AI.

Shifts like these are just the beginning. What comes next is not incremental change, but a structural reset to marketing organizations purpose-built for AI at scale. At the center of this transformation is a new operating model: structured inputs flow into repeatable workflows, producing scalable outputs, all governed by human oversight.

The makeup of marketing organizations will change to meet these new demands. While marketing expertise will remain paramount, teams will increasingly rely on AI agents and scalable systems to handle execution at speed and scale. This elevates—not replaces—the need for deep marketing craft.

Successful marketing teams will strike a balance of deep craft with deep systems. As new roles emerge, they shouldn't skew purely toward operations; without enough true experts of craft embedded in the system, the model breaks down. Even as agents and automation take on more execution, storytelling, brand voice, and content strategy remain critical.

Marketing expertise is the anchor around which these evolving roles and technologies must be built.



In the sections that follow, we'll explore why entry into the operational era of AI demands a reinvention of marketing teams. We'll start with an overview of trends reshaping marketing organizations today followed by a deeper dive into the specific roles and skills required to scale AI with confidence and control.

# I. The new marketing org structure

Marketing teams are moving fast toward models that blend intelligent systems with human expertise, creating work environments where strategy and execution connect with greater speed, alignment, and scalability.

Across marketing organizations, three requirements now define success in the operational era of AI: execution, scale, and control. Agents execute real work end to end, systems allow that work to scale without chaos, and humans must remain firmly in control through orchestration and governance.

## Keys to success in the operational era of AI

### EXECUTION

#### **Turn strategy into action—automatically.**

Agents execute real marketing work end to end, across channels and regions.

### SCALE

#### **Run dozens of agents without chaos.**

Content pipelines and centralized governance allow organizations to scale agent usage confidently.

### CONTROL

#### **Human-orchestrated, enterprise-ready.**

Admins define guardrails, approvals, and policies while marketers stay productive.

Meeting these requirements is driving a fundamental shift in marketing roles and responsibilities.

## AI is changing marketing roles

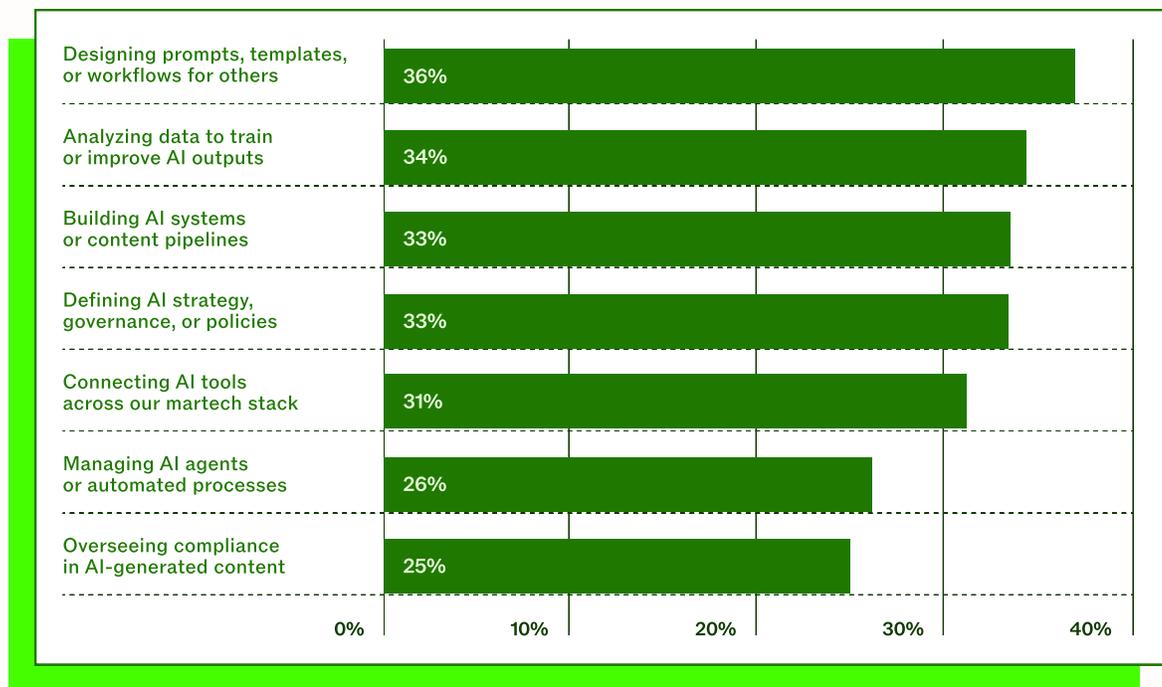
Traditional roles are changing as AI becomes an embedded part of enterprise operations and strategy. At the same time, AI is driving the need for new roles created specifically to manage and optimize AI-powered work. [LinkedIn reports](#) that 1 in 10 global professionals now hold a role that did not exist in 2000. In the U.S., that number is closer to 1 in 5.

Marketers are no exception. According to the [State of AI in Marketing 2026](#), role change is now widespread—and often positive.

Overall, 74% of marketers say AI has impacted their role. In the most mature organizations, 84% describe that impact as significant, correlating to higher job satisfaction for very advanced organizations (66%) compared to beginners (15%). In other words, when AI is implemented with structure and clarity, role evolution has a positive influence on job satisfaction.

Marketers' responsibilities are shifting in two key ways. First, many are now responsible for AI adoption: designing prompts, templates, and workflows and analyzing data to improve AI outputs. Second, an increasing number are focused on scaling AI: building content pipelines, defining AI strategy, and establishing governance and quality standards. These responsibilities reflect a broader move toward designing content systems rather than optimizing individual assets.

### HOW HAS YOUR ROLE CHANGED DUE TO AI?



While concerns about AI replacing human marketers persist, most signs point to AI creating more opportunities for humans to lead. As production becomes automated, marketers shift into more strategic roles, guiding systems, stewarding brand governance, and connecting AI-driven work to business outcomes.

## Content engineers are the new power role

The role of [content engineer](#) signals an important shift away from viewing AI purely from an efficiency standpoint and thinking about it as a strategic lever for the marketing operation.

A content engineer is a marketer who applies systems thinking and operational discipline to content creation, using AI to design repeatable workflows that transform structured inputs into scalable, governed outputs. Rather than focusing on individual deliverables, content engineers design and maintain content systems that can operate reliably at scale.

Similar to DevOps teams that manage the infrastructure behind scalable software output, content engineers put the systems, rules, and feedback loops in place that allow content to scale without sacrificing quality or brand integrity. Like modern infrastructure, these systems are never static. Content engineers treat pipelines as dynamic systems, continuously measuring performance, refining workflows, and adapting systems as business needs evolve.

Content engineers have a critical skillset for solving a set of key challenges. According to the [State of AI in Marketing 2026](#), legal, compliance, and brand reviews are the top challenges preventing AI from scaling, followed closely by concerns around output quality. As AI-driven content production expands, clear operational ownership becomes critical.

Additionally, discipline around marketing AI remains uneven. Only 41% of marketers are able to prove ROI from their AI investments in 2026, down from 49% the previous year. One reason ROI remains elusive is that many teams still measure success by productivity gains, rather than evaluating whether their content systems improve brand consistency, speed to launch, operational efficiency, and performance metrics.

Content engineers emerge as the connective tissue between velocity, governance, and measurable impact. Yet prevalence of the role remains limited: only 39% of teams with dedicated AI roles have a content engineer today, and just 19% plan to add one in the near future—despite the outsized impact this role can have on successfully scaling AI.

With content engineers applying systems thinking to real content needs, organizations can move AI from experimentation into an embedded, scalable part of their marketing operation.

TABLE A: AI AS A TOOL VS. AI AS A SYSTEM

Dimension	AI as a tool (ad-hoc use)	AI as a system (managed by content engineers)
Purpose	Generate one-off assets	Power continuous, multi-step workflows
Usage style	Prompt-in, asset-out	Automated and integrated across processes
Integration	Minimal or manual	Connected to CMS, data, and work management systems
Quality control	Human review each time	Built-in governance frameworks and feedback loops
Value to the organization	Individual efficiency	Scalable, consistent content engine with measurable outcomes

## Agents and orchestrators scale workflows intelligently

AI agents represent a shift from task-level automation to system-level execution. Rather than assisting with isolated actions, agents now execute real marketing work end to end, operating within structured content pipelines that define intent, embed governance, and connect execution across channels and use cases.

Human teams remain essential. Marketers design pipelines, set guardrails, and validate outcomes while agents manage the operational execution that once required extensive manual coordination. Today, 1 in 4 marketers whose roles have changed due to AI are now managing agents or automated systems.

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As organizations scale agent usage, marketers are called on to act as orchestrators who oversee how agents connect and run within pipelines. Orchestrators ensure agents are linked to the right brand systems, data sources, and downstream workflows, closing the gap between agent execution and business strategy.

The result is a coordinated marketing operation: pipelines provide structure, agents provide scalability, orchestrators ensure alignment, and marketers provide strategic direction.

## Enabling AI-literate marketing teams

Marketing organizations of the future require teams that understand how AI systems work and how to manage them responsibly. Today, this remains a significant gap. The [Marketing AI Institute](#) found that 62% of marketers say AI education and training is a major barrier to adoption in day-to-day work. Lack of awareness and understanding of AI is ranked second (52%).

Our [State of AI in Marketing 2026](#) report found similar results. While enthusiasm for AI is generally high across the board—75% of marketers say that AI increased their job satisfaction in 2026—there is a disconnect between how well CMOs perceive AI is being used in their organization and what’s actually happening on the ground. For example, while 88% of CMOs say AI increased their job satisfaction, only 56% of individual contributors say the same.

Marketing leaders must take proactive steps to close this gap through hands-on training, feedback loops, and ongoing professional development focused on AI skills. AI literacy increasingly includes understanding how content pipelines function, with inputs, workflows, agents, and governance fitting together as a system. Effective change management plays a critical role: leaders must communicate clearly how AI will shape roles, define what good usage looks like, and reinforce trust as teams adapt.

## The evolving role of the CMO

In the AI era, CMOs are not only stewards of brand and performance but architects of AI-enabled marketing systems. They align AI strategy with marketing goals, identify high-value use cases, and ensure intelligent systems reinforce brand standards.

CMOs must also lead governance as AI becomes embedded across workflows. Today, individual contributors are more likely than CMOs to use AI to oversee brand consistency (44% vs. 25%), highlighting the need for deeper leadership involvement.

Measurement is another defining responsibility. CMOs are far more likely to say they can measure AI ROI: 61% of CMOs say they can measure AI ROI, compared to 33% of managers and 12% of individual contributors. But doing so requires shifting measurement from individual outputs to system-level performance: consistency, speed to launch, operational efficiency, and business impact tied to pipeline and revenue.

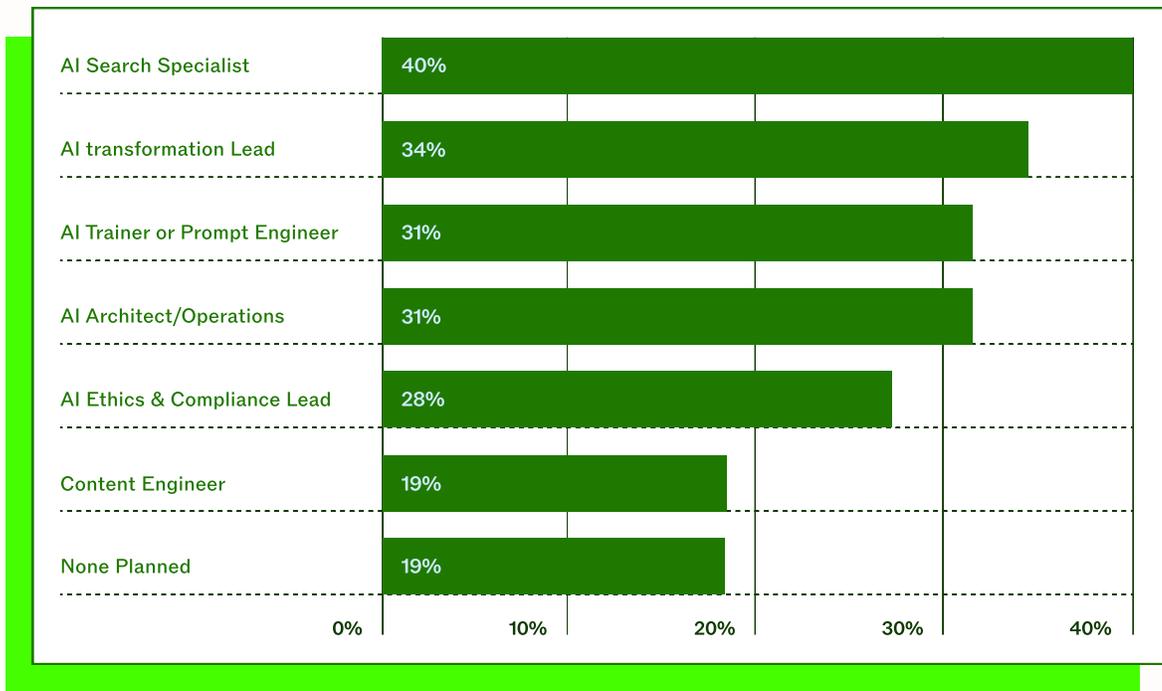
TABLE B: CMO ROLE IN THE AI ERA

Responsibility	Traditional CMO focus	AI-era CMO focus
Strategy	Brand, messaging, GTM plans	Aligning AI with marketing goals, intelligent system design, cross-functional orchestration
Operations	Leading teams that manage channels and campaigns	Leading teams that architect AI-enabled workflows and orchestrate agents
Governance	Compliance, brand standards	Embedding governance in AI, stewarding responsible AI use
Team development	Hiring and skills development	Building AI-literate teams, training, change management, culture-building
Measurement	Marketing attribution, performance KPIs	Defining AI ROI, tying intelligent workflows to performance and pipeline
Collaboration	Coordination with sales and product	Deep partnership with CIO, data leaders, and RevOps to align enterprise AI investments

# II. New and emerging marketing roles

Marketing in the operational era of AI requires innovative talent and skills. It calls for marketers who can blend strategy, workflow design, technical fluency, and a strong collaborative spirit. These are some of the notable roles emerging across modern marketing orgs, according to a survey of 1,400 marketers.

NEW ROLES MARKETERS EXPECT TO ADD TO THEIR ORGANIZATIONS IN 2026



## AI Search Specialist

AI search specialist was the role marketers most expected to add to their organization in the next year, reflecting the urgency and importance of navigating the changing search landscape. AI search specialists manage visibility across traditional search, answer engines, and generative search. They understand how models interpret, assemble, and present information, and they build strategies that strengthen brand presence across [SEO, AEO, and GEO](#).

### Skills and responsibilities:

- **AEO and GEO strategy:** Builds approaches for appearing in AI overviews and generative search results
- **Structured content modeling:** Uses schema, metadata, and page structures that improve model interpretation
- **Visibility monitoring:** Tracks how content appears in SERPs, AI-generated answers, and other emerging surfaces
- **Performance experimentation:** Tests variations in structure and messaging to improve visibility and representation in AI search results
- **Alignment with content teams:** Works with content engineers to ensure new content is optimized for AI-driven search systems

## AI Transformation Lead

AI transformation leads drive strategy, governance, and performance for AI initiatives across the marketing organization. They ensure AI is operationalized responsibly and consistently, establishing the standards, workflows, and measurement frameworks required for sustainable impact. This role acts as the connective layer between executive vision, day-to-day execution, and cross-functional alignment.

### Skills and responsibilities:

- **Strategic planning:** Defines the AI transformation roadmap and aligns it with business and marketing priorities
- **Program ownership:** Oversees high-impact AI initiatives and ensures they deliver measurable outcomes
- **Governance leadership:** Owns policies for responsible AI use, quality standards, and risk management
- **Team enablement:** Builds training programs, documentation, and enablement resources to drive adoption at scale
- **Executive communication:** Communicates progress, performance, and ROI clearly to senior leadership
- **Cross-functional collaboration:** Partners with IT, RevOps, product, legal, and data teams to align AI systems and workflows across the organization

## AI Architect

AI architects build and maintain the technical infrastructure that supports AI across the marketing organization. They manage integrations, data flows, platform reliability, and the standards that ensure AI systems operate safely and predictably. This role connects marketing needs to enterprise-grade engineering practices.

### Skills and responsibilities:

- **Infrastructure planning:** Selects and configures AI platforms and agent systems
- **Data pipeline design:** Builds the connections between AI systems, first-party data, and content repositories
- **Security and compliance:** Applies access controls and data policies for responsible AI use
- **System monitoring:** Establishes logging and alerting to maintain uptime and output quality
- **Enterprise alignment:** Works with engineering and IT to ensure AI architecture matches organizational standards

## Content Engineer

There's a clear opportunity for marketers to grow into this new role, which sits at the bottom of the list of planned hires but offers one of the most critical functions for successfully operating AI at scale. Content engineers build and maintain AI-enabled content systems that support brand voice and scaled production. They design workflows, architect prompts and templates, model brand systems, structure content data, and implement quality governance. In practice, this role is how content engineering principles become operational, turning strategy and data into scalable, governed content systems.

### Skills and responsibilities:

- **Workflow design:** Creates multi-step content processes and defines how AI contributes at each stage
- **Prompt architecture:** Builds prompts, templates, and reusable frameworks for consistent output
- **Brand systems modeling:** Converts brand guidelines into rules and constraints AI systems can apply
- **Content data structures:** Designs tagging and memory systems that help AI reference the right information
- **Quality governance:** Implements evaluation criteria and review checkpoints to maintain accuracy and voice

# Building marketing organizations ready for AI at scale

Today, AI is no longer an experiment, but core infrastructure shaping how work gets done. Success depends less on access to technology and more on how organizations are designed to use it: how teams are structured, how workflows are governed, and how value is measured as AI scales.

The organizations that succeed will not be those with the most AI tools, but those with the clearest operating model, where agents execute, systems scale, and humans stay in control. CMOs set the vision and accountability, transformation leaders and architects build the systems and guardrails, and marketing teams execute with speed, confidence, and consistency. When roles are clear and governance is embedded into everyday workflows, AI becomes a force multiplier rather than a source of friction.

Tools still matter, but their outcomes are amplified when paired with the right organizational foundation. Platforms that support workflow integration, governance, and measurement help teams move faster without sacrificing quality or trust. The future of marketing belongs to organizations that intentionally reinvent how work is done, aligning people, systems, and strategy for AI at scale.

Ready to build new skills for the operational era of AI? Take [the Content Engineers course](#) to learn how to design systems, orchestrate agents, and operationalize AI at scale in Jasper.