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Artificial Intelligence-Assisted Creative Workflows in Digital Marketing: A Qualitative Case Study in the Hospitality Industry

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ABSTRACT

The rapid advancement of Artificial Intelligence (AI) has had a transformative effect on digital marketing, enhancing the efficiency and flexibility of creative content development. In the hospitality industry, the utilisation of AI has seen a marked increase in its application to marketing communication activities, including brainstorming, copywriting, visual concept development, and content planning. Despite the extensive research conducted on the utilisation of AI in marketing automation and content generation, there remains a paucity of studies that examine the integration of AI into organisational creative workflows. Such integration is imperative to ensure the maintenance of communication quality and brand consistency, despite the incorporation of AI. The present study investigates the integration of AI into creative workflows for digital marketing in the hospitality industry using a qualitative single-case study. The research was conducted at a four-star hotel in Yogyakarta, Indonesia, with data collected through semi-structured interviews, supported by document analysis and observation of digital marketing content. The data were analysed using thematic analysis. The findings indicate that AI has the capacity to support multiple stages of the creative workflow, including brainstorming, copywriting, visual concept development, trend exploration, and content planning. However, it should be noted that AI-generated outputs are not published directly. Instead, they are subjected to a systematic review by the Marketing Communication team and a final evaluation by the General Manager. This process is intended to ensure that the content aligns with organisational objectives, brand identity, and communication quality. The findings demonstrate that AI functions as a collaborative creative support technology rather than as a substitute for human creativity. This study makes a significant contribution to the existing body of literature on digital marketing. It demonstrates that the organisational value of AI lies in its integration into structured creative workflows, combining technological capabilities with human expertise.

Keywords: Artificial Intelligence, Digital Marketing, Creative Workflow, Hospitality Industry, Human-AI Collaboration.

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INTRODUCTION

The rapid advancement of generative Artificial Intelligence (AI) has fundamentally transformed digital marketing by shifting content creation from a predominantly human activity to a collaborative process involving intelligent systems and human expertise. This transformation has become particularly significant in the hospitality industry, where digital marketing extends beyond promotional communication to influence customer perceptions, strengthen brand identity, and shape purchasing decisions. Hotels increasingly rely on digital platforms such as Instagram, Facebook, TikTok, and online travel communities to communicate with customers, promote services, and build long-term relationships with potential guests. Consequently, hospitality organisations are expected to continuously produce creative, relevant, and visually engaging digital content while responding to rapidly changing consumer preferences and maintaining organisational competitiveness. As (Verhoef et al., 2021) argue, the effectiveness of digital marketing depends largely on an organisation's ability to create valuable, engaging, and customer-oriented content across multiple digital platforms.

The growing demand for continuous digital content has significantly expanded the role of Marketing Communication teams within hospitality organisations. Their responsibilities now extend beyond promoting hotel services to include brainstorming campaign ideas, developing persuasive copywriting, designing visual promotional materials, monitoring digital trends, and planning content across multiple communication channels. These activities require creative professionals to balance originality, communication quality, brand consistency, and production efficiency within increasingly competitive digital environments. As a result, digital content creation has evolved into a collaborative organisational process involving idea generation, content development, review, managerial evaluation, and publication.

To support these increasingly complex creative activities, organisations are progressively integrating Artificial Intelligence into digital marketing practices. Recent advances in generative AI enable organisations to accelerate ideation, generate promotional content, develop visual concepts, identify emerging digital trends, and support campaign planning more efficiently than conventional approaches. (Huang & Rust, 2024) argue that generative AI should be understood not merely as a content-generation technology but as a collaborative technology that enhances organisational creativity through continuous interactions between AI capabilities and human judgement. Likewise, (Dwivedi et al., 2023) suggest that AI is increasingly viewed as a collaborative partner that supports creative exploration rather than replacing human creativity. These developments indicate that AI is evolving from a technology primarily associated with automation into an integral component of organisational creative work.

The hospitality industry provides a particularly relevant context for examining this transformation because digital marketing directly shapes organisational identity, customer expectations, and service perceptions. Unlike manufacturing industries, where promotional communication often focuses on product attributes, hospitality organisations rely heavily on experiential marketing to influence customer expectations before service consumption. Promotional images, captions, and social media campaigns therefore become strategic communication tools that shape customers' trust and perceptions of brand quality. Consequently, AI-generated content cannot simply be published without organisational oversight but must undergo review, refinement, and managerial approval to ensure consistency with organisational objectives, communication quality, and brand identity.

Previous studies have demonstrated the growing importance of Artificial Intelligence in digital marketing. (Dwivedi et al., 2023) primarily emphasise AI adoption in relation to marketing automation, personalisation, customer engagement, and organisational performance. Meanwhile, (Huang & Rust, 2024) conceptualise AI as a collaborative technology capable of enhancing organisational creativity by complementing human judgement during creative processes. Collectively, these studies demonstrate that AI contributes to organisational value beyond operational automation by improving creative efficiency and supporting marketing innovation. However, existing research has largely examined AI from the perspectives of technological adoption, marketing performance, or consumer engagement,

while providing limited empirical evidence regarding how AI becomes embedded within organisational creative workflows.

This limitation reveals an important research gap. Although previous studies acknowledge the potential of AI to support creativity and improve marketing performance, little empirical research has examined how AI-generated content is collaboratively developed, reviewed, refined, and approved within organisational settings. Existing research predominantly conceptualises human–AI collaboration as interactions between individual users and AI systems, overlooking the organisational processes involving multiple actors responsible for maintaining communication quality, brand consistency, and managerial control before publication. This gap is particularly important in the hospitality industry, where digital communication directly influences customer trust, organisational reputation, and service expectations. Understanding these organisational processes is therefore essential because the effectiveness of AI implementation depends not only on technological capability but also on the integration of AI with human expertise throughout the organisational creative workflow.

To address this research gap, the present study investigates how Artificial Intelligence is integrated into organisational creative workflows for digital marketing within the hospitality industry through a qualitative single-case study. Specifically, the study examines how AI supports creative activities throughout the content development process and how AI-generated outputs are collaboratively reviewed by Marketing Communication personnel before being strategically evaluated and approved by the General Manager. Rather than focusing solely on technological capability, this study seeks to explain how AI creates organisational value through structured creative processes involving multiple organisational actors.

This study makes two important contributions to the emerging literature on Artificial Intelligence in digital marketing. First, it extends existing research by shifting the analytical focus from AI adoption to AI integration within organisational creative workflows, an area that remains relatively underexplored in hospitality research. Second, it demonstrates that the organisational value of AI emerges not from technological capability alone but from the integration of AI systems, human expertise, and managerial governance throughout sequential organisational processes. By conceptualising AI as a collaborative organisational technology, this study provides a broader understanding of human–AI collaboration beyond individual user interactions and offers a novel organisational perspective on AI-assisted digital marketing within the hospitality industry. Accordingly, this study addresses the following research question: How is Artificial Intelligence integrated into organisational creative workflows for digital marketing within the hospitality industry?

LITERATURE REVIEW

Artificial Intelligence in Digital Marketing

Artificial Intelligence (AI) refers to computational systems capable of performing cognitive tasks that traditionally require human intelligence, including learning, reasoning, problem-solving, and decision-making. Recent advances in generative AI have expanded the role of AI beyond data analytics and automation toward supporting creative and strategic marketing activities. In digital marketing, AI is increasingly used to generate promotional content, develop visual concepts, personalise customer communication, and support campaign planning. As a result, AI has evolved from an operational technology into a strategic organisational resource that enhances both marketing effectiveness and creative performance.

Previous studies consistently recognise the growing importance of AI in digital marketing while highlighting different dimensions of its organisational value. (Dwivedi et al., 2023) argue that AI enhances marketing performance by improving automation, personalisation, customer engagement, and organisational decision-making through intelligent data processing. Their work primarily examines AI adoption from a marketing performance perspective, demonstrating how AI contributes to

organisational efficiency and competitive advantage. Collectively, these studies indicate that AI has become an increasingly important component of digital marketing strategy.

Despite these contributions, existing research has predominantly examined AI from the perspectives of technological adoption, customer engagement, and marketing performance. Comparatively limited attention has been given to understanding how AI is embedded within organisational creative processes through which digital marketing content is collaboratively developed, reviewed, and governed. This limitation highlights the need to examine AI not only as a technological capability but also as an organisational resource integrated into creative workflows.

Creative Workflows in Digital Marketing

Creative workflows refer to structured organisational processes through which marketing ideas are generated, developed, refined, evaluated, and transformed into communication outputs. Unlike individual creativity, creative workflows emphasise collaboration among employees, organisational procedures, digital technologies, and managerial decision-making. From this perspective, creativity is understood as an organisational capability that combines technological resources with human expertise throughout the content development process.

The increasing complexity of digital marketing has transformed creative workflows into collaborative and iterative organisational processes. Marketing Communication teams are expected to produce creative and relevant content while responding to changing consumer preferences, platform algorithms, and organisational communication objectives. Consequently, digital marketing activities extend beyond content creation to include organisational review, quality assurance, managerial evaluation, and publication. These interconnected activities ensure that marketing communication remains consistent with organisational identity, communication objectives, and brand values.

Generative AI increasingly supports multiple stages of these creative workflows. (Huang & Rust, 2024) argue that AI assists creative professionals by facilitating ideation, copywriting, and visual concept development, enabling employees to devote greater attention to strategic evaluation and creative refinement. Similarly, (Dwivedi et al., 2023) suggest that AI is increasingly employed as a collaborative partner during content development rather than replacing creative professionals. Nevertheless, existing studies primarily emphasise AI-assisted content generation while providing limited explanation of how AI becomes integrated into broader organisational workflows involving review, governance, and managerial decision-making

Human-AI Collaboration in Organisational Creativity

Recent developments in generative AI have shifted scholarly attention from technological automation toward collaboration between humans and intelligent systems. Rather than replacing human creativity, contemporary research increasingly conceptualises AI as a technology that complements human capabilities. This perspective recognises that although AI can efficiently generate ideas and draft content, creativity within organisations continues to depend on human judgement, contextual understanding, ethical reasoning, and strategic decision-making.

(Huang & Rust, 2024) propose that AI enhances organisational creativity by expanding the range of creative alternatives available to employees, while humans contribute contextual interpretation, evaluative judgement, and strategic direction. Likewise, (Dwivedi et al., 2023) report that creative professionals increasingly utilise AI during brainstorming, copywriting, and the early stages of content development without relinquishing responsibility for final creative decisions. These studies collectively suggest that AI creates organisational value when functioning as a collaborative technology rather than as an autonomous content creator.

However, existing research predominantly conceptualises human-AI collaboration as interactions between individual users and AI systems. Empirical evidence explaining how AI-generated content is collaboratively reviewed, refined, governed, and approved within organisational settings remains

limited. This limitation is particularly important within the hospitality industry, where digital marketing directly influences customer trust, organisational reputation, and service expectations. Accordingly, human-AI collaboration should be understood not only as individual interaction with AI but also as an organisational process involving multiple actors responsible for ensuring communication quality, brand consistency, and managerial governance.

Conceptual Framework

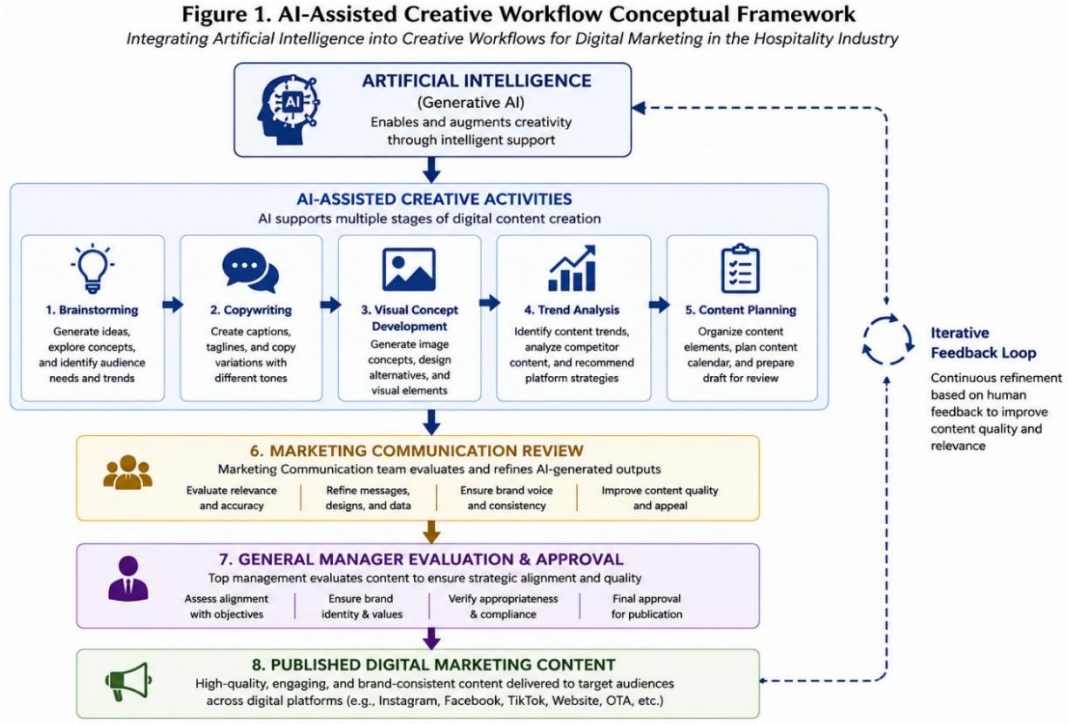
Drawing upon the preceding literature, this study conceptualises Artificial Intelligence (AI) as a collaborative organisational technology embedded throughout digital marketing creative workflows rather than as a substitute for human creativity. AI supports multiple creative activities, including brainstorming, copywriting, visual concept development, trend exploration, and content planning. Human actors subsequently review, refine, evaluate, and approve AI-generated outputs to ensure alignment with organisational communication objectives, brand identity, and service quality. Accordingly, the organisational value of AI emerges from the integration of technological capabilities, human expertise, and managerial governance.

Building on this perspective, the present study proposes that AI-assisted creative workflows comprise four interconnected organisational processes: (1) AI integration across creative activities, (2) collaborative organisational review, (3) managerial evaluation and approval, and (4) publication of digital marketing content. Rather than viewing AI as an autonomous content creator, this framework positions AI as a collaborative technology that supports organisational creativity through continuous interaction with human expertise. The conceptual framework therefore provides the analytical foundation for examining how AI is integrated into digital marketing creative workflows within the hospitality industry.

As illustrated in Figure 1, AI supports creative activities throughout the workflow, while Marketing Communication personnel and managerial leadership remain responsible for reviewing, refining, evaluating, and approving AI-generated content before publication. The iterative feedback loop further illustrates the continuous interaction between AI capabilities and human judgement, demonstrating that organisational value is created through collaboration rather than technological automation alone.

Figure 1. AI-Assisted Creative Workflow Conceptual Framework

Integrating Artificial Intelligence into Creative Workflows for Digital Marketing in the Hospitality Industry



As illustrated in Figure 1, AI supports creative activities throughout the workflow, while Marketing Communication personnel and managerial leadership remain responsible for reviewing, refining, evaluating, and approving AI-generated content before publication. The iterative feedback loop further illustrates the continuous interaction between AI capabilities and human judgement, demonstrating that organisational value is created through collaboration rather than technological automation alone.

METHOD

Research Design

The present study employed a qualitative research approach, utilising a single-case study design, with the objective of investigating the manner in which Artificial Intelligence (AI) is integrated into creative workflows for digital marketing within the hospitality industry. The decision to adopt a qualitative approach was informed by the study's objective to cultivate an exhaustive comprehension of organisational processes, human-AI interactions, and decision-making practices that elude adequate explanation through quantitative methodologies. The study deviated from the customary approach of evaluating the efficacy of AI through statistical analysis. Instead, it delved into the intricacies of AI integration within organisational creative endeavours, with a particular focus on the development, refinement, and dissemination of digital marketing content.

The single-case study design was selected because the participating hotel represents an information-rich case in which Artificial Intelligence has been actively integrated into digital marketing activities. According to (Baxter & Jack, 2008), a single-case study is appropriate in circumstances where the objective is to investigate a contemporary phenomenon within its real-life organisational context. This design therefore enabled the researcher to examine AI-assisted creative workflows while considering interactions among technology, employees, and managerial decision-making.

Research Site and Participant

The research was conducted at a four-star hotel located in Yogyakarta, Indonesia. In the interest of safeguarding the confidentiality of the organisation, the identity of the hotel in question is rendered anonymous throughout the course of this study. The organisation has been selected for its active utilisation of Artificial Intelligence in support of digital marketing activities, thus establishing it as a suitable environment for the investigation of AI-assisted creative workflows.

The primary participant was an employee whose remit included responsibility for IT, graphic design and marketing communications. Purposive sampling was employed because the participant possessed direct responsibility for planning, designing, producing, and managing digital marketing content while actively utilizing AI applications throughout the creative process. Consequently, the participant was considered capable of providing rich and relevant information regarding AI integration within organisational creative workflows.

Despite the fact that only one participant was formally interviewed, the unit of analysis was not confined to an individual perspective. The interview revealed that AI-generated outputs are subsequently reviewed by the Marketing Communication team before undergoing final evaluation and approval by the General Manager. Consequently, the findings signify an organisational creative workflow involving multiple organisational actors as opposed to an individual work process.

Data Collection

Primary data were collected through a semi-structured interview with the participant. The interview was conducted in person and audio-recorded with the participant's informed consent. The duration of

the interview was between 60 and 75 minutes. The recording was subsequently transcribed verbatim in order to facilitate data analysis. The employment of a semi-structured interview format enabled the researcher to maintain consistency across interview topics while allowing for flexibility to explore emerging issues during the conversation.

The interview explored participants' experiences regarding the integration of AI throughout digital marketing activities, including brainstorming, copywriting, visual concept development, trend exploration, content planning, organisational review, and managerial approval before publication. Participants were encouraged to provide detailed explanations regarding the utilisation of AI, the evaluation process for AI-generated outputs, and the influence of human judgement on the final marketing content.

In order to enhance the credibility of the findings, the research team undertook a multifaceted approach to data collection, incorporating elements of document analysis and direct observation. The researcher conducted a comprehensive analysis of promotional posters, Instagram posts, digital marketing materials, and content planning documents to ascertain the extent to which Artificial Intelligence contributed to various stages of content development. The observations of published digital marketing content provided further support for the interpretation of the interview findings.

The triangulation of data was accomplished through a comparative analysis of evidence derived from interviews, organisational documents, and observed digital marketing content. The convergence of evidence from multiple sources served to strengthen the credibility of the findings and reduce potential bias associated with reliance on a single source of information.

Data Analysis

The collected data were analysed using thematic analysis following the six-phase framework proposed by (Clarke, 2021). Initially, the interview recordings were transcribed verbatim, and the observation notes, in conjunction with the supporting documentation, were subjected to repeated review in order to achieve data familiarisation. Secondly, initial codes were generated by identifying meaningful statements related to AI implementation within organisational creative workflows.

Thirdly, a conceptual grouping of similar codes was undertaken, resulting in the formation of preliminary themes that represented varying stages of AI integration. The fourth step in the process entailed a review of these themes against the complete dataset, with the objective of ensuring coherence and consistency. The fifth point to consider is that each theme was clearly defined and interpreted based on the research objectives and the theoretical perspectives presented in the literature review. The final step in the research process involved the organisation of the themes into a coherent narrative. This narrative explained how artificial intelligence is embedded throughout organisational creative workflows in digital marketing.

The thematic analysis produced six major themes: The following six stages are recommended in the process of creating content with artificial intelligence (AI): AI-assisted brainstorming, AI-supported copywriting, AI-assisted visual concept development, AI-supported trend exploration and content planning, Collaborative content refinement Managerial evaluation and approval before publication. The prevailing themes demonstrate that AI functions as a collaborative organisational technology rather than an autonomous content creation tool.

Research Trustworthiness

In order to guarantee the rigour and credibility of the research, this study adopted the trustworthiness criteria proposed by (Modulate & Risk, 2018) seminal work, which encompassed credibility, dependability, confirmability, and transferability, laid the foundation for future research in this field.

The credibility of the research was enhanced through methodological triangulation, which entailed the integration of interview data, document analysis, and direct observation. The concept of dependability was upheld through the maintenance of a clear audit trail, which meticulously

documented each stage of data collection and analysis. Confirmability was achieved by ensuring that all interpretations were grounded in empirical evidence rather than researcher assumptions. The transferability of the research was enhanced by the provision of a comprehensive description of the research context, the characteristics of the participants, and the organisational creative workflow. This enabled readers to evaluate the applicability of the findings to analogous organisational settings.

Ethical Considerations

Prior to data collection, the participant was informed of the purpose of the study, the voluntary nature of participation, and the right to withdraw from the research at any time. Prior to conducting the interview and recording the conversation, informed consent was obtained from the participant. In order to protect the confidentiality of the participants, the identities of both the participant and the participating hotel have been anonymised, and all collected data were used solely for academic research purposes.

RESULTS

The findings indicate that Artificial Intelligence (AI) is integrated throughout the digital marketing creative workflow rather than being applied at a single stage. AI supports a range of creative activities, including brainstorming, promotional copywriting, visual concept development, trend exploration, and content planning, enabling marketing personnel to produce initial content more efficiently. However, AI-generated outputs are not published directly. Instead, they undergo collaborative review and refinement by the Marketing Communication team before being strategically evaluated and formally approved by the General Manager. This iterative workflow demonstrates that AI functions as a collaborative organisational technology, with human actors maintaining responsibility for contextual interpretation, quality assurance, strategic judgement, and final decision-making. Consequently, the organisational value of AI arises not from autonomous content creation but from its integration with human expertise throughout the organisational creative workflow (see Figure 2).

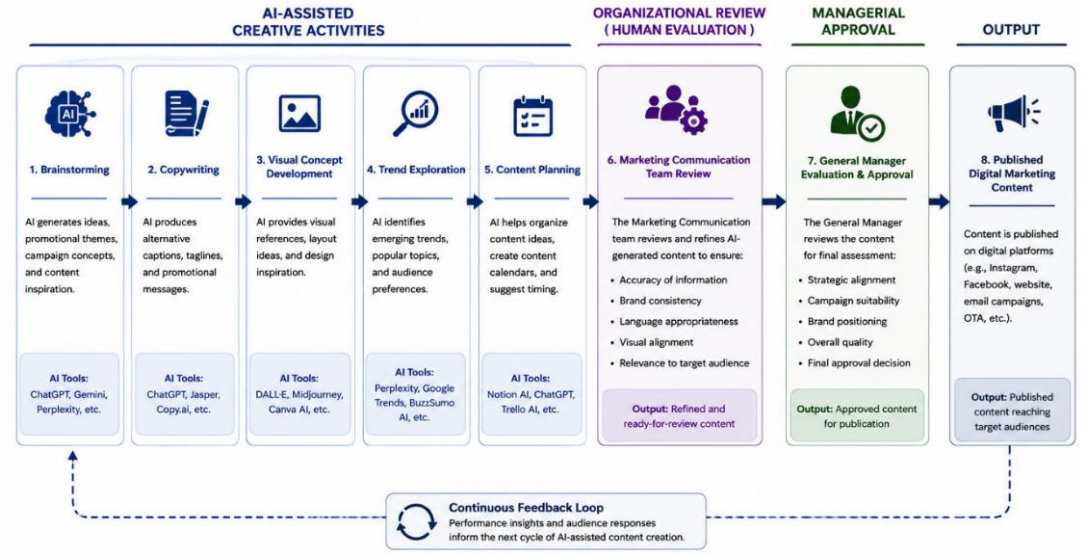


Figure 2. AI-Assisted Creative Workflow

AI Integration Across Creative Activities

The first theme identified through the thematic analysis concerns the integration of Artificial Intelligence (AI) across multiple creative activities within the digital marketing workflow. Rather than being applied to a single task, AI supports a range of activities, including brainstorming, promotional

copywriting, visual concept development, trend exploration, and content planning. The findings indicate that AI is embedded throughout the creative process, enabling marketing personnel to develop initial content more efficiently while supporting creativity across different stages of digital marketing.

The participant explained that AI facilitates brainstorming by suggesting alternative promotional themes, campaign concepts, and content ideas, allowing the marketing team to respond more quickly to seasonal promotions and emerging digital trends. AI is also used to generate preliminary promotional captions, develop visual concepts, identify relevant marketing trends, and organise content plans. These capabilities significantly reduce the time required to prepare initial marketing materials and enhance the efficiency of content production.

Despite these advantages, AI-generated outputs are not considered final products. Instead, all content produced with AI assistance undergoes human review and refinement before publication. Marketing Communication personnel revise promotional messages, adjust visual elements, verify factual accuracy, and ensure that all content aligns with the hotel's communication objectives, brand identity, and service standards. These findings demonstrate that AI functions primarily as a creative support technology that enhances, rather than replaces, human creativity and professional expertise.

Collaborative Organisational Review

The second theme highlights the importance of collaborative organisational review in ensuring the quality of AI-assisted marketing content. The participant explained that all AI-generated outputs are systematically reviewed by the Marketing Communication team before being submitted for managerial approval. During this stage, promotional language, visual presentation, communication quality, and contextual relevance are carefully evaluated to ensure that the content accurately represents the hotel's services and effectively addresses the target audience. This collaborative review process serves as an important organisational quality control mechanism that minimises errors and strengthens the credibility of published marketing content.

Managerial Evaluation and Approval

The third theme concerns managerial evaluation and approval prior to publication. The participant reported that the General Manager reviews all marketing content before it is published, providing strategic feedback on promotional messages, visual presentation, campaign suitability, and alignment with organisational objectives. Final publication is authorised only after managerial approval has been obtained. This finding demonstrates that managerial judgement remains the final decision-making authority, ensuring that AI-assisted marketing content is consistent with organisational strategy, brand reputation, and service quality standards.

Human Judgement as Quality Assurance

The fourth theme emphasises the continuing importance of human judgement throughout AI-assisted creative workflows. Although AI improves the efficiency of content generation, human actors remain responsible for interpreting AI-generated ideas, refining promotional content, verifying its contextual appropriateness, and making strategic decisions. Consequently, AI serves as a decision-support technology rather than an autonomous decision-maker, while human expertise remains central to maintaining communication quality, organisational values, and customer trust.

AI as a Collaborative Organisational Technology

The final theme integrates the preceding findings by demonstrating that AI functions as a collaborative organisational technology rather than an autonomous content creation tool. The creative workflow identified in this study reflects continuous collaboration between AI capabilities, Marketing Communication personnel, and managerial governance. Organisational value therefore emerges from

the integration of technological capabilities with human expertise, enabling AI to support creative performance while preserving organisational control, strategic oversight, and communication quality.

Table 1. Summary of AI Integration in Strategic Planning for Sustainable Competitive Advantage

Creative Workflow Stage	Role of AI	Role of Human Actors	Organisational Outcome
Brainstorming	Generates promotional ideas, campaign concepts, and creative suggestions	Evaluates, selects, and adapts relevant ideas to organisational objectives	Initial campaign concep
Copywriting	Produces preliminary promotional captions and marketing messages	Refines language, tone, and brand messaging	Copywriting
Visual Concept Development	Suggests visual concepts, layouts, and design ideas	Adjusts visual elements to align with brand identity	High-quality visual communication
Trend Exploration and Content Planning	Identifies digital marketing trends and proposes content schedules	Selects relevant trends and finalises content plans	Strategic and relevant content planning
Marketing Communication Review	Provides AI-assisted draft content for review	Reviews, revises, validates, and improves content quality	Organisational quality assurance
General Manager Evaluation and Approval	-	Evaluates strategic alignment and authorises publication	Approved marketing content ready for publication

Discussion

Artificial Intelligence as a Creative Support Technology

The findings demonstrate that, within the context of digital marketing in the hospitality industry, Artificial Intelligence (AI) functions primarily as a creative support technology rather than as an autonomous content creator. AI contributes across multiple stages of the creative workflow, including brainstorming, promotional copywriting, visual concept development, trend exploration, and content planning. Despite these contributions, responsibility for evaluating, refining, and approving AI-generated content remains firmly under human control. This finding suggests that AI enhances organisational creativity by expanding creative alternatives, accelerating content development, and improving workflow efficiency, while human expertise continues to provide contextual understanding, strategic judgement, and quality assurance.

These findings support the theoretical perspective advanced by (Huang & Rust, 2024), who argue that generative AI should be understood as a collaborative technology that enhances organisational creativity through the complementary interaction between intelligent systems and human judgement. Similarly, (Dwivedi et al., 2023) contend that the value of AI lies in its ability to augment, rather than replace, human creativity during the ideation and content development process. The present study reinforces these arguments by demonstrating that AI contributes to creative performance through collaboration with human actors instead of operating as an independent decision-maker.

At the same time, this study extends previous research by shifting the analytical focus from individual human–AI interaction to organisational collaboration. Whereas earlier studies have largely

examined how individual employees utilise AI to support creative tasks, the present findings reveal that AI-generated content is embedded within an organisational workflow involving multiple actors, including Marketing Communication personnel and managerial leadership. AI-generated outputs undergo collaborative review, refinement, and strategic evaluation before publication, indicating that organisational creativity emerges from coordinated interactions among technology, employees, and managerial governance rather than from AI capabilities alone.

Unlike previous studies that primarily examine AI adoption in relation to marketing performance (Dwivedi et al., 2023), this study demonstrates that the organisational value of AI depends not only on technological capability but also on how AI is integrated into structured organisational processes. The findings therefore suggest that AI should be viewed not merely as a technological innovation but as an organisational capability that supports collaborative creative work through the integration of technological resources, human expertise, and managerial oversight. This perspective contributes to the growing literature on human–AI collaboration by highlighting the organisational mechanisms through which AI creates value in digital marketing within the hospitality industry.

Human-Centered Creative Workflows

Another significant finding of this study is that digital marketing creative workflows remain fundamentally human-centred despite the integration of Artificial Intelligence (AI). Although AI accelerates idea generation, content drafting, visual concept development, and content planning, human actors continue to play the central role in evaluating, refining, and approving AI-generated outputs. The findings indicate that AI enhances the efficiency of creative processes without diminishing the importance of human expertise in ensuring communication quality, contextual relevance, ethical considerations, and strategic alignment with organisational objectives. Marketing Communication personnel remain responsible for refining promotional messages, adjusting visual concepts, validating content accuracy, and ensuring consistency with the hotel's brand identity before publication.

These findings support the argument advanced by (Dwivedi et al., 2023), who propose that effective human–AI collaboration is characterised by complementary rather than substitutive roles. Similarly, (Huang & Rust, 2024)

argue that AI contributes to creativity by expanding the range of available ideas, while humans provide contextual interpretation, evaluative judgement, and strategic decision-making. The present study confirms these theoretical perspectives by demonstrating that AI functions as a creative assistant, whereas responsibility for organisational communication and final content quality remains under human control.

More importantly, this study extends the existing literature by showing that human-AI collaboration operates at the organisational level rather than solely at the level of individual users. Previous studies have primarily examined how individuals interact with AI during creative tasks, whereas the present findings reveal a collaborative workflow involving multiple organisational actors. AI-generated content is sequentially reviewed by Marketing Communication personnel before being strategically evaluated and approved by the General Manager. This multi-level process demonstrates that organisational creativity is produced through coordinated interactions among AI technologies, professional expertise, and managerial governance.

These findings suggest that the successful integration of AI into digital marketing depends not only on technological capability but also on the organisation's ability to maintain human oversight throughout the creative workflow. Consequently, AI should be understood as an enabling technology that strengthens organisational creativity while preserving human responsibility for strategic decision-making, quality assurance, and brand governance. This perspective advances the literature on human-AI collaboration by positioning creativity as a collective organisational capability supported by AI rather than as an individual activity merely enhanced by technology.

Organizational Governance in AI-Assisted Marketing

A further significant finding of this study concerns the role of organisational governance in AI-assisted creative workflows. The findings reveal that AI-generated outputs are not published directly but instead pass through a structured organisational governance process before reaching the public. Marketing Communication personnel are responsible for reviewing, refining, and validating AI-generated content, while the General Manager provides strategic evaluation and final approval prior to publication. This multi-stage governance process ensures that AI-assisted marketing content aligns with organisational objectives, communication standards, brand identity, and service quality.

These findings reinforce previous discussions on AI governance, which argue that technological capability alone is insufficient to ensure effective AI implementation. Rather, organisations require governance mechanisms that balance technological efficiency with human judgement, professional expertise, and managerial oversight. The present study extends this perspective by demonstrating that governance is embedded throughout the creative workflow rather than being applied only at the final decision-making stage. Quality assurance is achieved through continuous human involvement across successive stages of content development, organisational review, and managerial evaluation.

This organisational governance perspective is particularly relevant within the hospitality industry, where digital marketing directly shapes customer expectations, trust, and organisational reputation. Because marketing communications influence perceptions of service quality before customers experience the service itself, AI-generated content requires careful organisational oversight. The findings therefore suggest that effective AI implementation depends not only on technological capability but also on governance structures that ensure communication quality, organisational accountability, and strategic consistency.

Theoretical and Practical Implications

The present study contributes to the growing body of literature on Artificial Intelligence (AI) in digital marketing by shifting the analytical focus from AI adoption to AI integration within organisational creative workflows. Previous research has largely examined AI adoption in relation to marketing applications, emphasising its potential to improve automation, personalisation, and organisational performance (Dwivedi et al., 2023). In contrast, this study demonstrates that the organisational value of AI is realised through a structured creative workflow involving AI-assisted brainstorming, content development, collaborative organisational review, managerial evaluation, and final publication.

From a theoretical perspective, the findings extend current discussions on human-AI collaboration by conceptualising AI as a collaborative organisational technology rather than an autonomous content creator. This perspective is consistent with (Huang & Rust, 2024), who argue that AI enhances organisational creativity by expanding creative possibilities, while human actors contribute contextual understanding, evaluative judgement, and strategic decision-making. Building on this view, the present study demonstrates that AI creates value not only through interactions with individual users but also through coordinated organisational processes involving Marketing Communication personnel and managerial leadership. Organisational creativity therefore emerges from the integration of technological capabilities, human expertise, and managerial governance throughout the creative workflow.

From a practical perspective, the findings suggest that hospitality organisations should adopt AI as a collaborative technology that complements rather than replaces marketing professionals. AI can effectively support routine creative activities, including brainstorming, copywriting, visual concept development, trend exploration, and content planning, thereby improving efficiency and expanding creative alternatives. However, organisations should maintain clear human responsibility for reviewing, refining, validating, and approving AI-generated content. Establishing structured creative workflows with clearly defined roles for AI systems, Marketing Communication personnel, and managerial leadership can strengthen communication quality, ensure brand consistency, and improve organisational governance throughout the digital marketing process. These findings also reinforce the

recommendation of (Dwivedi et al., 2023) that organisations should focus on developing effective human–AI collaboration rather than pursuing full automation of creative work.

CONCLUSION

Research Conclusions

This study examined how Artificial Intelligence (AI) is integrated into digital marketing creative workflows within the hospitality industry using a qualitative single-case study approach. The findings demonstrate that AI functions as a collaborative organisational technology that supports, rather than replaces, human creativity. AI contributes to multiple creative activities, including brainstorming, promotional copywriting, visual concept development, trend exploration, and content planning, while human actors retain responsibility for reviewing, refining, validating, and approving AI-generated content. The findings further reveal that organisational governance, involving both Marketing Communication personnel and the General Manager, plays a critical role in ensuring that AI-assisted marketing content remains aligned with organisational objectives, brand identity, communication quality, and service standards.

This study also demonstrates that the organisational value of AI depends not only on its technological capabilities but also on its integration within structured organisational creative workflows. By conceptualising AI as a collaborative organisational technology embedded in sequential organisational processes, this study extends existing research that has primarily focused on AI adoption or individual human-AI interaction. The findings highlight the importance of organisational collaboration, human expertise, and managerial governance as complementary elements that enable AI to create value in digital marketing within the hospitality industry

From a practical perspective, the findings suggest that hospitality organisations should integrate AI into clearly defined creative workflows while maintaining human oversight throughout content development, organisational review, and managerial approval. Such an approach enables organisations to improve creative efficiency without compromising communication quality, brand consistency, or strategic decision-making.

Limitations and Future Research

This study has several limitations that should be acknowledged. First, the research was conducted as a single-case study within one hospitality organisation, limiting the transferability of the findings to other organisational contexts. Second, although data credibility was strengthened through interviews, document analysis, and direct observation, the study relied primarily on one key participant. Future research could examine AI-assisted creative workflows across multiple hotels or tourism organisations to compare organisational practices and governance mechanisms in different contexts.

Future studies may also employ quantitative or mixed-methods approaches to investigate the relationship between AI integration and organisational outcomes, including employee creativity, digital marketing performance, customer engagement, organisational innovation, and competitive advantage. In addition, comparative studies involving different hospitality sectors or cross-country contexts would provide a broader understanding of how organisational structures and cultural environments influence human-AI collaboration in digital marketing.

Recommendations

The findings of this study suggest that hospitality organisations should adopt Artificial Intelligence (AI) as a collaborative organisational technology that complements, rather than replaces, human expertise in digital marketing. To maximise the organisational value of AI, hotels should establish structured creative workflows that clearly define the complementary responsibilities of AI systems, Marketing

Communication personnel, and managerial leadership. Such workflows should incorporate systematic review, refinement, and approval procedures to ensure that AI-assisted marketing content remains aligned with organisational objectives, brand identity, communication quality, and service standards.

Furthermore, hospitality organisations should invest in AI literacy and continuous professional development programmes to strengthen employees' ability to utilise AI effectively and responsibly. Equally important is the establishment of organisational governance mechanisms that support ethical AI use, quality assurance, and strategic oversight throughout the digital marketing process. These measures can help organisations improve creative efficiency while maintaining human judgement, organisational accountability, and customer trust.

Future research is encouraged to investigate AI-assisted creative workflows across multiple hospitality organisations and other service industries to improve the transferability of the findings. Comparative multi-case studies would provide valuable insights into how different organisational contexts influence AI integration and governance practices. In addition, quantitative and mixed-methods research could examine the relationships between AI integration, organisational creativity, digital marketing performance, customer engagement, organisational innovation, and competitive advantage. Future studies may also explore the influence of organisational culture, leadership, digital capabilities, and AI governance on the successful implementation of AI-assisted creative workflows.

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