

WHERE DO YOU SIT?



The Marketing Value Pyramid

Why judgement is becoming the most important skill in marketing



THE QUESTION

“If AI can write, research, analyse, code, design and build strategy... what is our role?”

The answer: quite a lot but probably not the work most of us built our careers on.

THE REFRAME

AI isn't reducing the value of great marketers. It's changing where that value comes from.

The Marketing Value Pyramid



As you move up the pyramid:



Prompts become less valuable



Judgement becomes more valuable

“The higher you move up the pyramid, the less valuable prompts become and the more valuable judgement becomes.”

LEVEL 1

Production

“This work isn’t disappearing. It’s becoming dramatically faster and unless you build autonomous agents for everything, you still need people to master the machines”



WHERE AI EXCELS TODAY

1

Writing copy

3

Image generation

5

Summaries

7

Data analysis

2

Research

4

First drafts

6

Reports

LEVEL 2

Optimisation

Increasingly AI-assisted and getting more capable by the month.



WHERE AI EXCELS TODAY

1

Campaign ideas

2

Testing

3

Content recommendations

4

Audience segmentation

5

Forecasting

6

Reporting

LEVEL 3

Judgement

This is where humans become more valuable, not less.



THE QUESTIONS ONLY PEOPLE CAN ANSWER

- *Which opportunity is worth pursuing?*
- *Which customer should we target?*
- *What risks aren't obvious?*
- *Which trade-offs should we make?*
- *How do we persuade the board?*
- *How do we bring people with us?*

“AI has no career to lose if it's wrong.”

Marketing directors do. That responsibility changes everything.

THE SHIFT

Seven skills that have become more valuable, not less

01

Strategic thinking

02

Commercial
understanding

03

Curiosity

04

Taste

05

Leadership

06

Communication

07

Judgement

01

Strategic Thinking

AI gives options. Leaders choose direction.

Knowing where to go has become more valuable than knowing how to produce the document. The bottleneck is not generating ideas, it's deciding which one deserves the team's time and budget.

02

Commercial Understanding

AI doesn't own the P&L.

Marketing leaders still need to understand profit, margins, lifetime value and investment priorities. This is exactly what earns marketing a seat at the board table.



03

Curiosity

The best marketers don't wait to be told.

They're constantly experimenting, testing new tools, not waiting for a case study to prove it works first. Curiosity compounds; caution doesn't.



04

Taste

AI can generate 100 options. Which one is your next campaign?

AI can produce 100 logos, 100 adverts, 100 headlines in minutes. Taste becomes the differentiator. Steve Jobs' obsession with simplicity: the skill was never production, it was discernment.

05

Leadership

Most organisations don't have an AI problem. They have a change management problem.

Marketing leaders now need to help their teams feel excited rather than threatened by AI. That's not a technology challenge, it's a leadership one and arguably the biggest of the seven.



06

Communication

Ideas are cheap. Alignment isn't.

Convincing people. Presenting. Negotiating. Influencing. As AI drives the cost of generating ideas toward zero, the ability to align people around the right one becomes a premium skill.



07

Judgement

AI can recommend. Only people can be accountable.

“AI has no career to lose if it’s wrong.” Marketeers do. That responsibility changes everything. This is where the pyramid began, and where it ends.



FINAL THOUGHTS

“If you looked at your calendar over the last month, how much time have you spent doing work AI could now help with?”

“More importantly... what could you have spent that time doing instead?”

FINAL THOUGHTS

“The future belongs to marketers who spend less time creating work and more time deciding which work is worth creating.”

“The winners won’t be the people who know the most prompts. They’ll be the people with the best judgement.”



FINDING YOUR
PASSION

THE MARKETING LEADERS COMMUNITY
A resource for senior marketers