

การวิเคราะห์เชิงเปรียบเทียบบทบาทของปัญญาประดิษฐ์ในการสร้างคุณค่าแบรนด์และ
การมีส่วนร่วมของผู้บริโภค

A Comparative Analysis of Artificial Intelligence in Brand Value
Creation and Consumer Engagement

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บทคัดย่อ

บทความวิชาการนี้มีวัตถุประสงค์เพื่อวิเคราะห์และเปรียบเทียบบทบาทของปัญญาประดิษฐ์ (Artificial Intelligence: AI) ในการสร้างคุณค่าแบรนด์และการมีส่วนร่วมของผู้บริโภคในบริบทการตลาดช่วง ปี ค.ศ. 2025–2026 โดยใช้วิธีการทบทวนวรรณกรรมเชิงวิเคราะห์ร่วมกับการวิเคราะห์เชิงเปรียบเทียบตาม ประเด็นหลักจากงานวิจัยและกรณีศึกษาทางการตลาดดิจิทัล

ผลการวิเคราะห์ พบว่า ในปี ค.ศ. 2025 นั้น AI ทำหน้าที่เป็นเครื่องมือเชิงกลยุทธ์ที่สนับสนุนการ วิเคราะห์ข้อมูล การพยากรณ์พฤติกรรม และการสร้างประสบการณ์เฉพาะบุคคล ขณะที่ในปี ค.ศ.2026 AI ได้ พัฒนาไปสู่การเป็นโครงสร้างพื้นฐานหลักของระบบนิเวศทางการตลาดที่เชื่อมโยงแบรนด์ ผู้บริโภค และ เทคโนโลยีเข้าด้วยกันอย่างบูรณาการจากการวิเคราะห์เชิงเปรียบเทียบ ผู้วิจัยได้นำเสนอกรอบแนวคิด “การตลาดเชิงคุณค่าในระบบนิเวศดิจิทัล” ซึ่งประกอบด้วย 3 องค์ประกอบหลัก ได้แก่ ผู้บริโภคในฐานะผู้ร่วม สร้างคุณค่า ปัญญาประดิษฐ์ในฐานะโครงสร้างพื้นฐาน และการวางตำแหน่งแบรนด์เชิงองค์รวม ผลการศึกษานี้ มีส่วนช่วยพัฒนาทฤษฎีการตลาดร่วมสมัย และเสนอแนวทางเชิงกลยุทธ์สำหรับองค์กรในการปรับตัวต่อการ เปลี่ยนแปลงทางเทคโนโลยีอย่างรวดเร็ว

คำสำคัญ: การตลาดดิจิทัล; ปัญญาประดิษฐ์; พฤติกรรมผู้บริโภค; การมีส่วนร่วมของผู้บริโภค;

คุณค่าแบรนด์

ประเภทบทความ: บทความวิชาการ

Abstract

This article aims to examine and compare the evolving roles of Artificial Intelligence (AI) in shaping brand value and consumer engagement within the marketing landscape of 2025–2026. Drawing on a comparative analysis of scholarly literature and digital marketing case studies, the research identifies a significant conceptual shift: the transition of AI from a functional tool for consumer insights to a foundational infrastructure of the marketing ecosystem. The study employs an analytical literature review combined with thematic comparative analysis to explore key constructs, including consumer behavior, AI-driven data analytics, and brand positioning.

The findings indicate that, in 2025, AI is primarily utilized as a strategic support tool for predictive analytics and personalized customer experiences. In contrast, the 2026 paradigm positions AI as a core infrastructural element that seamlessly integrates brands, consumers, and technology within a unified digital ecosystem. Based on this comparative synthesis, the study proposes a novel framework termed Digital Ecosystemic Value Marketing. This framework highlights the necessity of balancing consumer insight, AI capabilities, and authentic brand positioning to achieve sustainable brand value and engagement. The research contributes to the advancement of contemporary marketing theory and offers strategic guidance for organizations navigating rapid technological transformation.

Keywords: Digital Marketing; Artificial Intelligence; Consumer Behavior; Brand Engagement; Value-Based Marketing

Type of Article: Academic Article

Introduction

Over the past decade, marketing paradigms and practices have undergone a profound transformation, driven by rapid advancements in digital technologies, the proliferation of big data, and the strategic integration of Artificial Intelligence (AI). This evolution has been further accelerated by increasingly sophisticated consumer behaviors and rising expectations regarding brand purpose and authenticity. Consequently, modern marketing has moved beyond traditional sales-oriented communication toward the creation of meaningful value and the cultivation of long-term consumer relationships (Al Mawahreh et al., 2025).

Contemporary scholarly discourse reflects ongoing efforts to conceptualize these changes through diverse theoretical perspectives. In response, this study seeks to examine and contrast emerging marketing frameworks in order to provide a systematic understanding of future marketing trajectories. (Worapongpat, 2025a). Specifically, the research focuses on comparing the conceptual foundations and empirical insights derived from two key academic sources, complemented by relevant digital marketing case studies (Bhanja et al., 2025; Rohit et al., 2025).

To achieve this objective, the study adopts an analytical literature review combined with a thematic comparative approach. (Worapongpat, 2025b). This methodology enables the identification of convergences, divergences, and overarching trends across critical constructs, including consumer behavior, AI-driven data analytics, and brand positioning. Through this analysis, the research aims to synthesize a coherent body of knowledge that captures the evolving dynamics of marketing in the digital era.

The scope of the study encompasses key dimensions such as consumer behavior, the application of data and AI in marketing, and the strategic implications for brand positioning and decision-making (Shiva & Manoharan, 2025). It is anticipated that this work will contribute to the advancement of contemporary marketing theory while also providing a strategic roadmap for organizations and practitioners navigating ongoing technological disruptions.

Related Concepts and Theories

This section presents the key concepts and theoretical foundations underpinning the study, focusing on consumer behavior in the digital era, the role of Artificial Intelligence (AI) in marketing, and brand positioning strategies. These concepts provide the basis for the comparative analysis of marketing paradigms in 2025 and 2026.

1. Consumer Behavior in the Digital Marketing Era

Contemporary consumer behavior has evolved significantly in response to digital transformation, increased access to information, and the growing importance of personal values and social context. Modern consumers are no longer passive recipients of marketing messages but are increasingly active, informed, and value-driven decision-makers.

The concept of value-centric marketing emphasizes that consumers seek not only functional benefits but also emotional, social, and ethical value. This aligns with the notion of

Meaningful Marketing, where brands are expected to deliver authentic and transparent value that resonates with consumers' identities and beliefs.

Furthermore, emerging perspectives highlight a shift toward participatory consumption, where consumers actively engage with brands and contribute to value creation. This evolution forms the foundation for understanding the transition toward ecosystem-based marketing in 2026.

2. Artificial Intelligence in Marketing

Artificial Intelligence (AI) has become a critical driver of transformation in modern marketing. Traditionally, AI has been conceptualized as a strategic tool that enhances marketing effectiveness through data analytics, predictive modeling, and customer segmentation.

AI enables organizations to process large volumes of data, identify complex patterns, and deliver personalized experiences. This capability supports more accurate decision-making and improved customer engagement.

However, recent theoretical developments suggest a shift toward viewing AI as a marketing infrastructure rather than merely a tool. In this perspective, AI functions as the underlying system that integrates data, platforms, and interactions, enabling continuous, real-time engagement within a digital ecosystem.

This evolution reflects a broader transformation from technology-assisted marketing to technology-driven marketing systems, where AI plays a central and systemic role.

3. Brand Positioning in the Digital Age

Brand positioning remains a fundamental concept in marketing strategy, referring to how a brand is perceived in the minds of consumers relative to competitors. Traditionally, positioning focuses on communicating a clear and differentiated value proposition through consistent messaging and customer experience.

In the digital era, brand positioning has evolved beyond communication to encompass experience design and relationship management. Brands are expected to create meaningful interactions and maintain long-term engagement with consumers.

More recent perspectives introduce the concept of ecosystemic brand positioning, where the brand acts as a central node within a network of relationships involving consumers, technologies, and other stakeholders. In this context, positioning is not static but continuously shaped through interactions and co-creation processes.

4. Theoretical Integration Toward Digital Ecosystem Marketing

The integration of these concepts leads to a broader theoretical shift from traditional marketing approaches toward digital ecosystem marketing. This perspective emphasizes the interconnected roles of consumers, technology, and brands in creating and sustaining value.

The transition from value-centric marketing (2025) to ecosystem-based marketing (2026) reflects a movement from understanding consumer behavior to designing systems that enable continuous interaction and co-creation. Within this framework, marketing is conceptualized as a dynamic and adaptive system rather than a set of discrete activities.

These theoretical foundations support the development of the proposed Value-Driven Digital Ecosystem Marketing (VDEM) framework, which serves as the analytical basis of this study.

Analytical Framework

This study adopts an integrated analytical framework developed through the synthesis of scholarly literature and a comparative analysis of marketing paradigms in 2025 and 2026. The framework aims to explain the interrelationships among key factors influencing brand value creation and consumer engagement within the digital marketing landscape.

The proposed framework is termed Value-Driven Digital Ecosystem Marketing (VDEM), which consists of three interrelated and dynamic components:

1. Consumers as Value Co-creators

In this framework, consumers are no longer viewed as passive recipients of value but as active participants in value co-creation. They engage with brands, technologies, and other stakeholders within a digital ecosystem. Consumer behavior is increasingly data-informed, with a strong emphasis on perceived value, meaning, and alignment with personal identity. This shift reflects a transition toward participatory and experience-driven consumption.

2. Artificial Intelligence as Marketing Infrastructure

Artificial Intelligence (AI) is conceptualized as the foundational infrastructure of the marketing system. Rather than functioning merely as a decision-support tool, AI enables real-time data processing, predictive analytics, and hyper-personalized experiences. It serves as the

connective layer that integrates consumer data, brand strategies, and interaction platforms, thereby facilitating continuous and adaptive engagement within the ecosystem.

3. Holistic Brand Positioning

Brand positioning extends beyond value communication to encompass the structural design of the brand's role within the ecosystem. In this context, the brand functions as a central orchestrator that connects consumers, technologies, and experiences. This holistic approach emphasizes the alignment between brand identity, technological capabilities, and consumer expectations, ultimately fostering long-term engagement and trust.

4. Interrelationships within the Framework

The three components are dynamically interconnected. Consumers interact with brands through AI-enabled systems, while AI facilitates data-driven insights and personalized engagement. Simultaneously, brands design and manage platforms that enable continuous interaction and value co-creation. These interactions collectively form a dynamic marketing ecosystem that supports sustainable brand value and long-term consumer engagement.

Accordingly, this analytical framework serves as the foundation for examining and comparing the evolving roles of AI in marketing between 2025 and 2026. It also provides a conceptual basis for interpreting findings across the dimensions of consumer behavior, technological integration, and brand strategy.

The Value-Driven Digital Ecosystem Marketing (VDEM) framework illustrates the integrated relationships among three key components: consumers as value co-creators, artificial intelligence as marketing infrastructure, and holistic brand positioning.

In this framework, AI serves as the central mechanism connecting consumer interactions, data-driven insights, and brand strategies within a unified digital ecosystem. Consumers actively participate in value co-creation, while brands function as ecosystem orchestrators that design meaningful experiences and sustain long-term engagement, as illustrated in Figure 1.

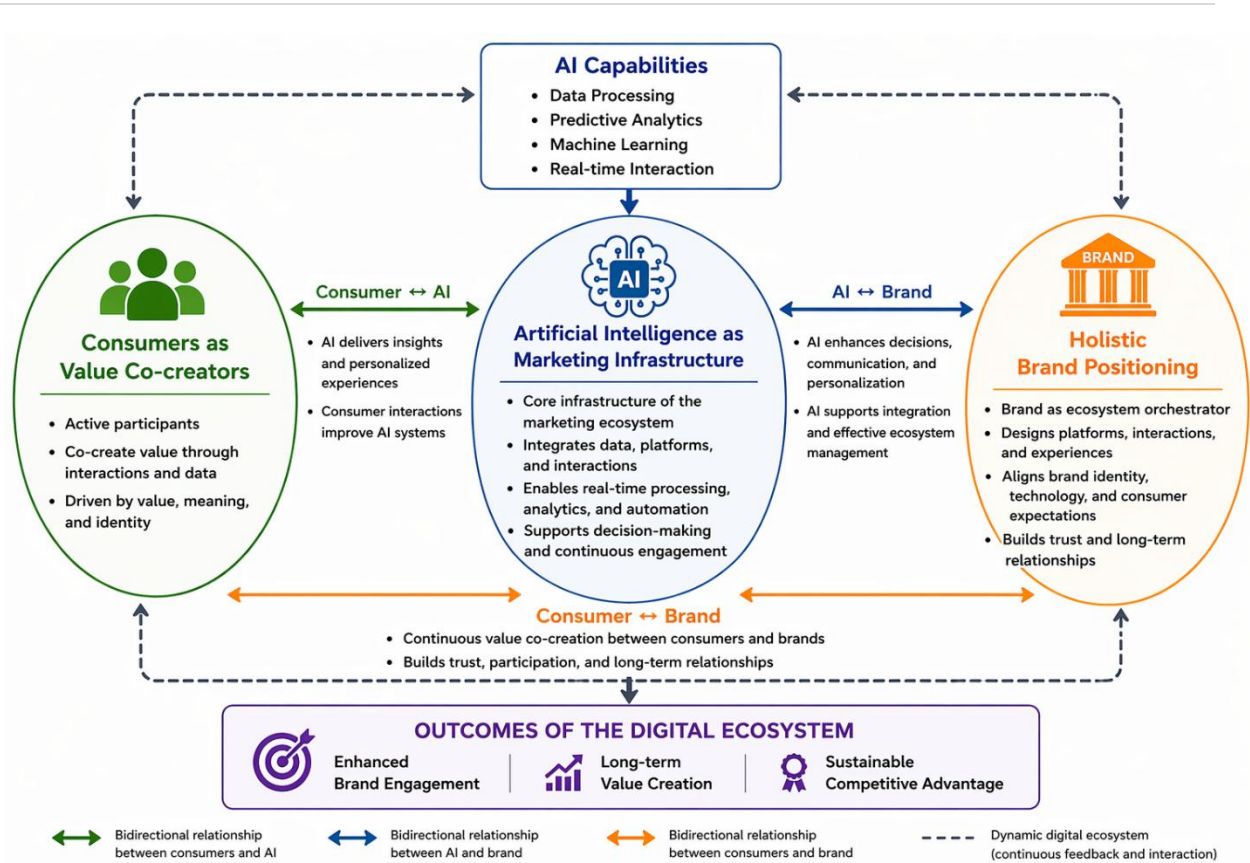


Figure 1. Conceptual Framework of Value-Driven Digital Ecosystem Marketing (VDEM)

These interconnected relationships form a dynamic digital ecosystem, where value is continuously created, shared, and sustained. The outcome of this system is enhanced brand engagement, long-term value creation, and sustainable competitive advantage.

Results of Analysis

The results of this study are derived from a comparative analysis of marketing paradigms in 2025 and 2026, focusing on three key dimensions: consumer behavior, the role of Artificial Intelligence (AI), and brand positioning. The findings reveal a significant evolutionary shift from a value-driven and insight-based approach toward an integrated, ecosystem-based marketing structure.

1. Consumer Behavior Transformation

The analysis indicates a clear transition in the role of consumers across the two paradigms. In 2025, consumers are primarily characterized as value-oriented and context-driven decision-makers who emphasize rational evaluation, transparency, and authenticity. They act mainly as recipients of value, engaging with brands through customer experience (CX) and personalized communication.

In contrast, the 2026 paradigm positions consumers as active value co-creators within a broader digital ecosystem. Consumers engage continuously with brands, technologies, and other stakeholders, contributing to the co-creation of meaning, experience, and brand identity. Decision-making becomes more experience-driven and relational, emphasizing long-term engagement over transactional interactions.

Overall, this shift reflects a transformation from passive consumption to participatory engagement, where consumers play an integral role in shaping brand value.

2. Evolution of Artificial Intelligence in Marketing

The findings demonstrate a fundamental shift in the role of AI between 2025 and 2026.

In 2025, AI is primarily utilized as a strategic support tool, focusing on data analytics, predictive modeling, and personalization. It enhances marketing efficiency and decision-making but remains under human control as a decision-support system.

By 2026, AI evolves into a core marketing infrastructure that underpins the entire digital ecosystem. It enables real-time interaction, adaptive experiences, and system-wide integration across platforms and stakeholders. AI no longer functions merely as a tool but becomes the architectural foundation that drives continuous engagement and value co-creation.

This transition highlights a shift from operational efficiency to structural transformation, where AI shapes not only marketing processes but also relationships and value creation mechanisms.

3. Transformation of Brand Positioning

The analysis reveals that brand positioning also undergoes a significant conceptual transformation.

In the 2025 framework, brand positioning is primarily value- and meaning-based, focusing on communicating a clear and authentic brand identity. The brand acts as a value provider, aiming to build trust and long-term relationships through consistent messaging and customer experience strategies.

In contrast, the 2026 paradigm conceptualizes brand positioning as ecosystemic and structural. The brand becomes the central orchestrator of a dynamic relationship system, facilitating interactions, participation, and co-creation among consumers and stakeholders.

Positioning extends beyond communication to include the design of platforms, technologies, and engagement systems.

This shift reflects a move from brand communication to ecosystem orchestration, where competitive advantage is derived from the ability to sustain integrated and interactive relationships.

4. Integrated Comparative Insights

Synthesizing these findings, the study identifies a consistent pattern of transformation across all three dimensions. The marketing paradigm evolves from a consumer insight driven model (2025) to a digital ecosystem-driven model (2026).

Consumers evolve from value recipients to value co-creators AI evolves from a strategic tool to a foundational infrastructure Brands evolve from value communicators to ecosystem orchestrators

These interconnected transformations collectively redefine marketing as a dynamic, technology-enabled ecosystem, where value is continuously co-created through interactions among consumers, brands, and AI systems.

5. Implications for the Analytical Framework

The findings strongly support the proposed Value-Driven Digital Ecosystem Marketing (VDEM) framework. The three core components consumers, AI, and brand positioning are shown to be deeply interconnected and mutually reinforcing.

The results confirm that sustainable brand value and consumer engagement in the digital era are not achieved through isolated strategies, but through the integration of consumer participation, technological infrastructure, and strategic brand design within a unified ecosystem.

Conclusion

This study provides a comparative analysis of contemporary marketing paradigms in 2025 and 2026, with a particular focus on consumer behavior, the role of Artificial Intelligence (AI), and brand positioning within the digital marketing landscape. The findings reveal that while both paradigms emphasize value creation and long-term consumer relationships, they differ significantly in terms of conceptual depth and technological integration.

The 2025 paradigm conceptualizes AI primarily as a strategic support tool that enhances marketing effectiveness through data analytics, predictive insights, and personalized

customer experiences. In contrast, the 2026 paradigm represents a fundamental shift, positioning AI as a core infrastructural element that enables the development of integrated digital ecosystems connecting brands, consumers, and stakeholders.

Across all dimensions, the study identifies a consistent transformation: consumers evolve from passive recipients to active value co-creators, AI transitions from an operational tool to a foundational system, and brands shift from value communicators to ecosystem orchestrators. These changes collectively redefine marketing as a dynamic, technology-enabled ecosystem characterized by continuous interaction and co-creation of value.

Based on this comparative synthesis, the study proposes the Value-Driven Digital Ecosystem Marketing (VDEM) framework, which integrates consumer participation, AI infrastructure, and holistic brand positioning into a unified conceptual model. This framework highlights that sustainable brand value and consumer engagement in the digital era depend on the ability to design and manage interconnected ecosystems rather than isolated marketing activities.

Theoretically, this research contributes to the advancement of contemporary marketing literature by bridging value-based marketing and ecosystem-oriented approaches. Practically, it offers strategic insights for organizations seeking to adapt to rapid technological transformation and evolving consumer expectations. Future research may further explore empirical validation of the proposed framework and its application across different industries and contexts.

Recommendations

Based on the findings of this study, the following recommendations are proposed for both practitioners and future research:

1. Practical Recommendations

1.1 Organizations should invest in the development of AI-driven marketing infrastructure rather than limiting AI to a supporting tool. This includes integrating AI across platforms, customer touchpoints, and decision-making processes to enable real-time interaction and adaptive engagement.

1.2 Marketers should shift their strategic focus toward designing participatory consumer experiences. As consumers increasingly act as value co-creators, organizations need to develop platforms and interaction mechanisms that encourage engagement, collaboration, and continuous feedback.

1.3 Brands should adopt a holistic approach to brand positioning by aligning brand identity with technological capabilities and consumer expectations. This involves not only communicating brand values but also embedding the brand within consumers' daily digital experiences.

1.4 Organizations must emphasize data ethics, transparency, and trust in the use of AI technologies. As AI becomes a core infrastructure, maintaining consumer trust will be critical for sustaining long-term engagement and brand value.

2. Recommendations for Future Research

Future studies should focus on empirical validation of the Value-Driven Digital Ecosystem Marketing (VDEM) framework across different industries and contexts to assess its practical applicability.

In addition, further research could explore the impact of AI-driven ecosystems on specific consumer segments, such as generational differences or cultural variations in digital behavior. Moreover, there is a need to investigate the long-term effects of AI integration on brand equity and consumer trust, particularly in highly automated and data-driven environments.

Finally, future research may examine the ethical and regulatory implications of AI in marketing ecosystems, especially in relation to data privacy, algorithmic bias, and governance frameworks.

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