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Analysis of AI Readiness and AI Marketing Capabilities to Support AI-Driven Marketing in Multinational Companies: A Qualitative Study at PT AMANN Indonesia

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Abstract

This study examines the readiness of AI-driven marketing implementation at PT AMANN Indonesia, a multinational manufacturing company, as AI adoption in business functions increases. Using an exploratory qualitative case study approach, this study aims to analyze AI Readiness and AI Marketing Capabilities. The study population was internal stakeholders, while the sample was determined purposively by four informants from the director, marketing, operations, and human resources functions. Data were collected through semi-structured interviews, documentation, and observation, then analyzed using NVivo and the Miles and Huberman model. The results show that PT AMANN Indonesia is at the Experimenter stage in AI readiness, with strengths in technology and process readiness, but marketing analytics capabilities are still limited and carried out manually. It is concluded that strengthening AI governance, employee competencies, and data management are needed to accelerate AI-based marketing transformation.

Keywords: Artificial Intelligence, AI Driven Marketing, AI Readiness, Multinational Companies, Qualitative Case Study

INTRODUCTION

Artificial Intelligence (AI) is a technology that enables computer systems to mimic human learning, thinking, and acting through the use of data (Kaplan & Haenlein, 2019). The development of AI has driven the transformation of business models, so that its implementation is no longer seen as an innovation but as a strategic corporate necessity. Globally, the AI adoption rate is expected to increase from 20% in 2020 to 78% in 2024,

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and then reach 88% in 2025, indicating the increasingly widespread use of AI in various business functions (McKinsey, 2025).

In Indonesia, AI adoption readiness continues to grow despite challenges in regulation, infrastructure, and talent. PwC Indonesia (2024) reported that 53% of CEOs have not integrated generative AI into their corporate strategy, while the Cisco AI Readiness Index shows an increase in companies in the ready category from 19% in 2024 to 23% in 2025. AI has also provided benefits in various sectors, including manufacturing through process automation and demand prediction (Purwaningsih et al., 2025). However, the level of AI implementation readiness in the manufacturing sector remains relatively low, as only a small percentage of companies have achieved the AI competent or ready-to-implement categories (Oktavian, Rachmadi, & Wirawan, 2023).

One business function experiencing rapid growth in the application of AI is marketing. A McKinsey report (2025) shows that marketing and sales are among the business functions with the highest rates of AI adoption. The use of AI can increase marketing effectiveness through customer segmentation, predictive analytics, content automation, and customer experience (Dwivedi et al., 2021). Furthermore, AI offers advantages over traditional marketing in terms of efficiency, cost, personalization accuracy, and scalability (Khamousi, 2024). However, AI adoption in marketing in Indonesia is still predominantly in the development stage, so its utilization is not yet optimal (Aini et al., 2025).

This situation is crucial for B2B manufacturing companies that require accurate customer data management to support their marketing strategies (ScaleOcean, 2025). PT. AMANN Indonesia is one manufacturing company that has begun adopting AI through chatbots.The company has also developed various digital initiatives such as Virtual Brand World and Color Digitalization with DMIX Cloud. However, the company's internal readiness to expand AI implementation into marketing functions still requires further study.

Previous research has shown that AI implementation has a positive impact on marketing effectiveness (Hendrayati et al., 2024), while Gieselmann et al. (2023) emphasized that AI adoption varies across business functions. However, most studies examine AI marketing in general, using broad samples, and have not explored manufacturing company readiness from an internal stakeholder perspective using a qualitative approach. This situation indicates a continuing research gap regarding the readiness to implement AI-Driven Marketing in manufacturing companies.

Based on these conditions, this study aims to analyze the readiness to implement AI-Driven Marketing at PT. AMANN Indonesia based on the variables AI Readiness and AI Marketing Capabilities. This research is important to provide an understanding of organizational readiness to develop AI implementation in the marketing function and

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support the development of the company's digital transformation strategy. The novelty of this research lies in the use of a qualitative approach that focuses on the internal perspectives of stakeholders and internal data of a multinational manufacturing company to evaluate AI readiness in the aspects of technology, organization, data, processes, and information (Tehrani et al., 2023).

METHOD

This study uses a qualitative approach with an exploratory approach to deeply understand the phenomenon of readiness to implement AI-Driven Marketing at PT. AMANN Indonesia. A qualitative approach is used to explore the meanings individuals form towards a phenomenon through the interpretation of narrative data (Creswell, 2019). Meanwhile, an exploratory approach was chosen because it can explore the experiences, perceptions, and internal strategies of stakeholders regarding the company's readiness to adopt AI technology (Creswell & Poth, 2018).

The research informants were internal stakeholders of PT. AMANN Indonesia, selected purposively based on their involvement in decision-making and the company's digital transformation. The informants included the Country Managing Director, Global Key Account and Sales Manager, Operational Manager, and Human Resource Department. These four informants were selected because they possess knowledge of business strategy, marketing, operations, and human resource development related to AI implementation in the company.

The research instrument used a semi-structured interview guide based on the dimensions of AI Readiness (Tehrani et al., 2024) and AI Marketing Capabilities (Kumar et al., 2024). Data were collected through interviews, documentation studies, and observations. The data were then processed using NVivo through data import, coding, visualization, and report preparation (Solihin, 2020; Rahadi, 2020). Data analysis was conducted using the Miles and Huberman (1994) model, which includes data reduction, data presentation, conclusion drawing and verification. Data validity was tested through source and method triangulation.

The research procedure began with proposal development, followed by data collection through interviews, observation, and documentation at PT. AMANN Indonesia. All data was then processed using NVivo and analyzed based on the AI Readiness and AI Marketing Capabilities frameworks. The final stage was carried out by drawing conclusions based on the analysis results that had been verified through triangulation to obtain an overview of the readiness of implementing AI-Driven Marketing at PT. AMANN Indonesia.

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RESULTS AND DISCUSSION

Import Data

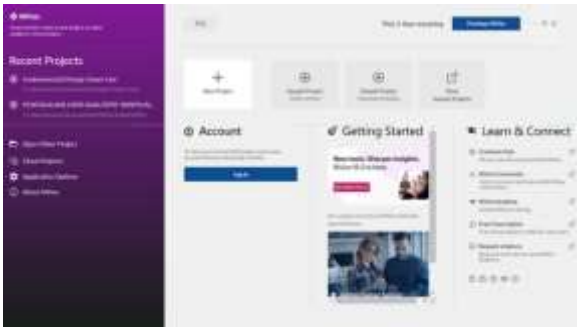


Figure 1First Look of NVivo 15 Software



Figure 2 Importing AMANN Documentation Data (Source: NVivo 15 Software)

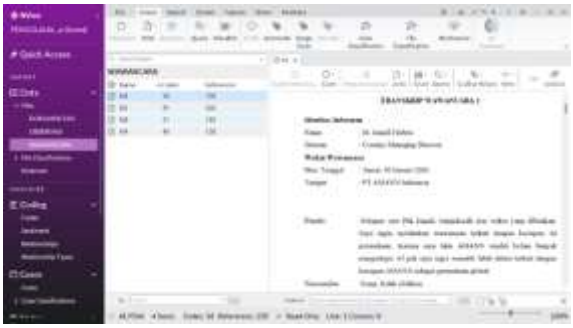


Figure 3 Importing AMANN Interview Data (Source: NVivo 15 Software)



Figure 4 Importing Observation Data (Source: NVivo 15 Software)

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After adding files and giving them appropriate names and descriptions, the added research files or documents will be classified into cases based on function and scale, as well as document files with different action timelines as shown in Figure 2, Figure 3 and Figure 4. Then the coding process is carried out by matching the research data with the predetermined codes.

Case and File Classifications



Figure 5 NVivo 15 Data Source Case (Source: NVivo 15 Software)

Researchers created cases based on the function and scope of the data sources. The AMANN Group case consists of the AMANN Actions, AMANN Future State, AMANN Current State documents, and several observations that represent the AMANN Group's global perspective. Meanwhile, the AMANN Indonesia case consists of interview transcripts N1, N2, N3, N4, and several observations that represent the perspective of PT. AMANN Indonesia. The N1, N2, N3, and N4 cases were created by grouping each informant based on their function and role in the company.

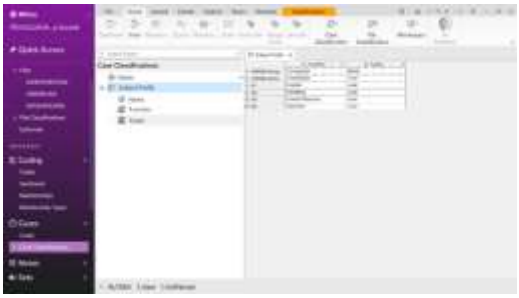


Figure 6 Case Classification Data Source (Source: NVivo 15 Software)

After assigning data sources, researchers classified cases based on function and scope. Cases N1, N2, N3, and N4 were classified as Director, Marketing, Human Resources, and Operations, respectively, all within a local scope. Meanwhile, the AMANN Group case was classified as global, while AMANN Indonesia was classified as local.

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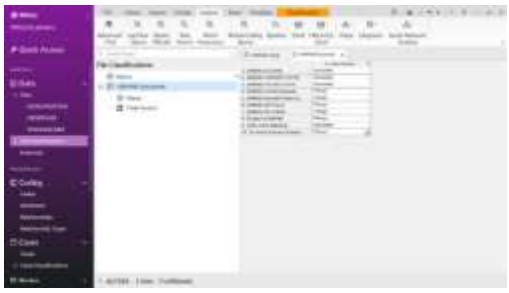


Figure 7 NVivo 15 Data Source Classification File (Source: NVivo 15 Software)

Researchers also applied file classification to group data sources into primary and secondary data (Figure 4.8). Primary data included interview results, observations, and operational documentation such as SAP HANA, SAP Cloud, Intranet, Microsoft Teams, and Technical Advisory Service (TAS). Meanwhile, secondary data consisted of strategic documents compiled by AMANN Group Global.

Data Coding

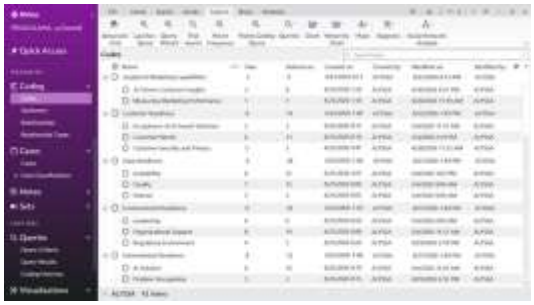


Figure 8 NVivo 15 Code Compilation (Source: NVivo 15 Software)

After compiling parent and child codes, the researchers conducted a coding process by linking interview results, documentation, and observations to relevant codes. This process involved a thorough review of all data sources to identify statements consistent with AI Readiness and AI Marketing theories. Each relevant quote was then assigned to the appropriate code using the Code Selection feature.

Matrix Coding Query

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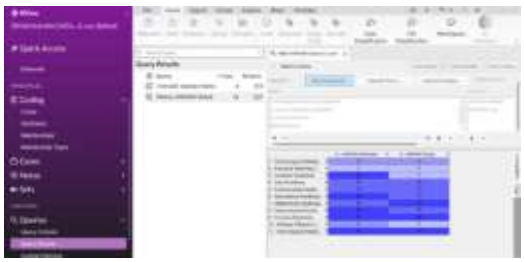


Figure 9 NVivo 15 Query Coding Matrix (Source: NVivo 15 Software)

Table 1 NVivo 15 Query Coding Matrix Results (Source: NVivo 15 Software)

Code	A : AMANN Indonesia	B : AMANN Group
1 : Technological Marketing Capabilities	11	8
2 : Analytical Marketing Capabilities	5	4
3 : Customer Readiness	18	3
4 : Data Readiness	13	15
5 : Environmental Readiness	15	15
6 : Informational Readiness	19	15
7 : Infrastructure Readiness	16	19
8 : Organizational Readiness	18	16
9 : Proccess Readiness	21	20
10 : Strategic Efficiency Capabilities	9	5
11 : Technological Readiness	23	19

Based on Table 1, several dimensions show differences between the perspectives of AMANN Group and AMANN Indonesia. In Customer Readiness, AMANN Indonesia (18) is more dominant than AMANN Group (3). Interview results indicate that customers perceive the benefits of AMANN's chatbot, supported by survey activities and customer discussions conducted by the company. This finding is in line with Tehrani et al. (2024) who stated that customer readiness is demonstrated through the company's efforts to meet customer needs and reduce concerns about the use of AI. Meanwhile, AMANN Group plays a role in building customer awareness through the implementation of chatbots as a starting point for AI adoption.

In terms of Infrastructure Readiness, AMANN Group (19) is slightly higher than AMANN Indonesia (16). Interview results indicate that the readiness of infrastructure, technology, and human resources at AMANN Indonesia still depends on the policies and strategies established by the AMANN Group. This condition is in line with Tehrani et al. (2024) who explained that AI readiness is influenced by the availability of human resources, technological infrastructure, and financial support.

In Information Readiness, AMANN Indonesia (19) has a higher number of references than AMANN Group (15). The findings indicate that management has understood the various potential uses of AI, although the level of AI literacy is not yet evenly distributed across internal stakeholders. In contrast, AMANN Group places greater emphasis on utilizing market research and identifying various AI use cases as a basis for business development. This finding aligns with Tehrani et al. (2024) who emphasized the

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importance of decision-makers understanding AI opportunities and solutions within organizations.

In Strategic Efficiency Capabilities, AMANN Indonesia (9) is more dominant than AMANN Group (5). The discussion at AMANN Indonesia focuses on the utilization of implemented technologies, such as Virtual Brand World, Color Digitalization, and chatbots to improve the customer experience. Meanwhile, AMANN Group places more emphasis on the strategy of implementing AI in various business functions. This finding aligns with Kumar et al. (2024) who stated that AI plays a role in improving the efficiency of marketing strategies and customer experience.

Other dimensions show a relatively balanced number of references between AMANN Group and AMANN Indonesia. This indicates a alignment of information between global policies and local implementation, thus supporting the source triangulation findings in the study.

Crosstab Query

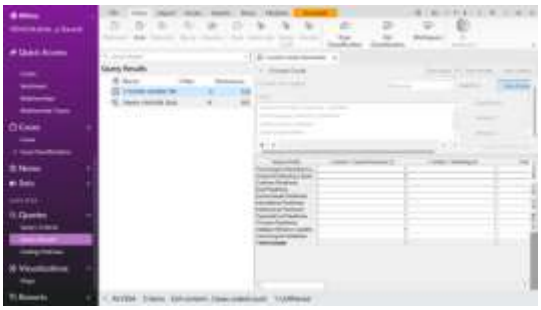


Figure 10 Crosstab of Interviewee Positions (Source: NVivo 15 Software)

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Table 2 Crosstab Query Results of Sources (Source: NVivo 15 Software)

Subject Profile	Function				Total
	Human Resource (1)	Marketing (1)	Operation (1)	Director (1)	(4)
Technological Marketing Capabilities	1	1	1	1	4
Analytical Marketing Capabilities	0	1	1	1	3
Customer Readiness	1	1	1	1	4
Data Readiness	1	1	1	1	4
Environmental Readiness	1	1	1	1	4
Informational Readiness	1	1	1	1	4
Infrastructure Readiness	1	1	1	1	4
Organizational Readiness	1	1	1	1	4
Process Readiness	1	1	1	1	4
Strategic Efficiency Capabilities	0	1	1	1	3
Technological Readiness	1	1	1	1	4
Total (unique)	1	1	1	1	4

Based on Table 2, the crosstab query results show that 9 of the 11 dimensions of AI Readiness and AI Marketing Capabilities relate to all job functions: Director, Marketing, Operations, and Human Resources. This finding indicates that AI readiness has become a cross-functional concern at PT. AMANN Indonesia.

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In the Human Resources function, no correlation was found between the Analytical Marketing Capabilities and Strategic Efficiency Capabilities dimensions, as they focus more on human resource readiness. Conversely, the Director, Marketing, and Operations functions demonstrated correlations with all dimensions, as they directly relate to marketing strategy and customers.

Hierarchy Chart



Figure 11 Hierarchy Chart of AI Readiness and AI Marketing Capabilities (Source: NVivo 15 Software)

Based on Figure 11, the hierarchy chart shows that the distribution of references in the AI Readiness and AI Marketing Capabilities dimensions is uneven. The Technological Readiness and Process Readiness dimensions have the most references, indicating that the discussion focuses more on AMANN technology maturity, IT infrastructure support, and business process integration through SAP HANA, SAP Cloud, Intranet, CRM, and chatbots. This finding aligns with Tehrani et al. (2024) who stated that technology maturity and process readiness are important foundations for AI adoption.

The dimensions of Informational Readiness, Organizational Readiness, and Infrastructure Readiness are at an intermediate level of discussion. The results indicate that AMANN has begun to identify various AI use cases, but the level of AI literacy and human resource readiness remains uneven across internal stakeholders. Furthermore, infrastructure and organizational readiness still depend heavily on AMANN Group policies and planning, as explained by Tehrani et al. (2024).

In contrast, Environmental Readiness, Data Readiness, Customer Readiness, and AI Marketing Capabilities dimensions had lower reference counts. This indicates that the company is prioritizing strengthening its organizational foundations before developing broader AI implementations in marketing. Nevertheless, AMANN continues to

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demonstrate efforts to improve customer readiness, data utilization, and adapt to market dynamics.

In the AI Marketing Capabilities dimension, Technological Marketing Capabilities are the most dominant aspect through the use of CRM, Intranet, DMIx, Virtual Brand World, and chatbots to support marketing activities, according to Kumar et al. (2024). Meanwhile, Strategic Efficiency Capabilities focus on improving customer experience, while Analytical Marketing Capabilities are still dominated by manual marketing surveys and evaluations, although AMANN Group has begun developing the use of AI for analytical needs such as forecasting.

Discussion of Research Results

1. AI Readiness

Based on the data processing results, the perspectives of PT. AMANN Indonesia and the AMANN Group are generally aligned, although there are differences influenced by their respective scopes. AMANN Group focuses more on long-term AI strategy and planning, while AMANN Indonesia emphasizes operational conditions, customers, and internal stakeholders at the local level.

The analysis shows that Technological Readiness and Process Readiness are the most dominant dimensions, followed by Informational Readiness, Organizational Readiness, and Infrastructure Readiness as supporting aspects of AI adoption readiness. The following is a discussion of each AI Readiness dimension.

a. Technological Readiness

AMANN demonstrated high technological readiness through the use of SAP HANA, Cloud, Intranet, DMIx, Virtual Showroom, and chatbots as the foundation for AI adoption. The IT infrastructure was deemed robust, although AI utilization was still limited to chatbots and the company was still in the Experimenter stage. Interviewees rated technological readiness at a high level (8–9), except for HR, which gave a lower score because AI was not yet widely used in HR functions.

b. Organizational Readiness

AMANN has an organizational culture open to AI, supported by internal assessments and management optimism. However, the company does not yet have a dedicated AI team or an AI competency development program for employees. At AMANN Indonesia, AI understanding remains concentrated at the managerial level, leaving the company still in the experimentation stage.

c. Process Readiness

AMANN's operational processes have been integrated through SAP HANA, Cloud, Intranet, and Microsoft Teams, but the implementation of AI in business processes is still in the planning stages. Some operational and analytical activities

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at AMANN Indonesia are still performed manually. AMANN Group has planned the implementation of AI tools such as OCR, Process Mining, and RPA to improve efficiency.

d. Data Readiness

AMANN has good data access through SAP and its intranet and is supported by external consultants for strategic analysis. Despite adequate data quality and availability, the company lacks AI-focused data management, resulting in its data maturity level remaining at an early stage.

e. Informational Readiness

While AMANN Group has begun identifying AI use cases, challenges, and solutions, understanding of AI remains uneven at AMANN Indonesia. Directors and marketing managers have better AI literacy than operational staff. Overall, the company is still in the early stages of managing its AI portfolio.

f. Customer Readiness

AMANN Indonesia is actively introducing AI chatbots through customer discussions, and Technical Advisory Services (TAS). Customers have responded positively to the chatbots, while AMANN Group is focusing more on developing AI infrastructure and strategies before expanding customer-centric implementations.



Figure 12 AMANN Indonesia's Technical Advisory Service Activities with Pan Brothers (Source: AMANN Indonesia)

g. Infrastructure Readiness

AMANN's IT infrastructure is considered very robust, supported by the cloud, SAP HANA, and a global IT network. However, employee AI literacy remains low, and information regarding AI funding remains centralized at headquarters. Therefore, strengthening human resources is a top priority before broader AI implementation.

h. Environmental Readiness

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AMANN faces competitive pressure to adopt AI, but has received positive internal and external support. The company's leadership understands the potential of AI, and regulation hasn't been a significant barrier, as all branches adhere to the security and governance standards established by AMANN Group.

2. AI Marketing Capabilities

Based on data processing results, PT. AMANN Indonesia and AMANN Group have relatively aligned perspectives on AI readiness and marketing. Differences in perception primarily arise in the Human Resources function, which focuses more on organizational readiness and human resources than on the marketing aspects of AI. The analysis results show that Technological Marketing Capabilities are the most dominant dimension, followed by Strategic Efficiency Capabilities, while Analytical Marketing Capabilities are the least discussed dimension. The discussion of each dimension of AI Marketing Capabilities is outlined below.

a. Technological Marketing Capabilities

AMANN has demonstrated its marketing technology capabilities through virtual showrooms, DMIx color matching, and multilingual AI chatbots that improve customer service and marketing efficiency. From an ethical perspective, the company also implements high security standards through SAP HANA, the Cloud, and its Intranet. Although AMANN Indonesia operates as a technology user from its headquarters, the company actively utilizes and introduces these technologies to its customers.



Figure 13 AMANN Virtual Brand World (Source: AMANN)

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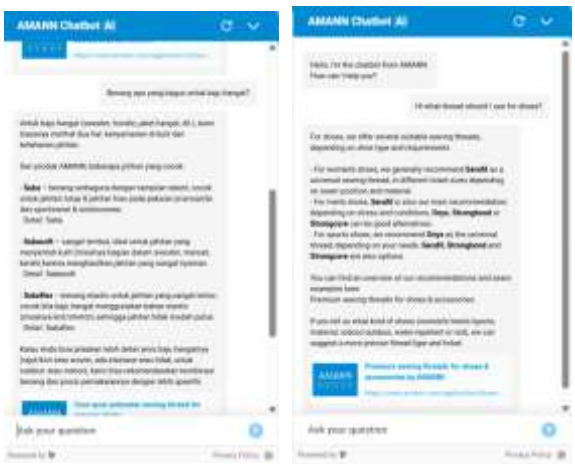


Figure 14 AMANN AI Chatbot (Source: AMANN)



Figure 15 DMIx datacolor machine for color matching (Source: AMANN Indonesia)

b. Analytical Marketing Capabilities

AMANN's marketing analytics capabilities are still in their infancy. Marketing performance and customer preference analysis still rely on CRM, intranet, surveys, and manual analysis. However, AMANN Group has targeted leveraging AI for forecasting, customer analysis, and data-driven decision-making in its next three-year strategic plan to improve predictive accuracy and marketing efficiency.

c. Strategic Efficiency Capabilities

AMANN enhances the customer experience through AI chatbots, virtual showrooms, and DMIx, which facilitate product discovery and technical consultations. Strategically, AMANN Group has conducted internal and external research to identify opportunities for AI implementation in marketing and operations. Although AI implementation at AMANN Indonesia is still limited to chatbots, the company has a strategic direction to utilize AI to gradually improve efficiency, customer experience, and business growth.

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Managerial Implications

1. **Technological Readiness**

   AMANN Group needs to strengthen its IT architecture and provide AI infrastructure for technology development. Meanwhile, AMANN Indonesia needs to increase AI awareness and competency to be ready to adopt new technologies from its headquarters. This will improve operational efficiency and human resource quality.

2. **Organizational/Participant Readiness**

   AMANN needs to establish an AI organizational structure, define roles and responsibilities, build cross-functional collaboration, and develop AI talent. In Indonesia, increasing AI literacy and internal outreach will reduce resistance and support human resource readiness.

3. **Process Readiness**

   AMANN can optimize SAP HANA, AI for invoicing, OCR, RPA, and process mining to accelerate business processes. Establishing KPIs and AI evaluation mechanisms will also improve operational efficiency and cross-functional coordination.

4. **Data Readiness**

   AMANN needs to establish data governance, data ownership, and an integrated data pipeline. Strengthening data quality and utilization will improve the accuracy of analysis, forecasting, and AI-based services such as Technical Advisory Services.

5. **Informational Readiness**

   Companies need to expand AI literacy by developing use case portfolios, establishing evaluation standards, and providing employees with access to the GenAI chatbot. These efforts will improve competency and improve decision-making quality.

6. **Customer Readiness**

   AMANN can develop an AI Assistant for its Technical Advisory Service (TAS) and Customer Service Center (CSC), along with outreach to customers. This step will increase customer value, trust, and service quality.

7. **Infrastructure Readiness**

   AMANN needs to clarify the direction of its AI transformation, strengthen its human resources, expand IT support, and ensure funding for AI implementation. For AMANN Indonesia, increasing access to IT support will accelerate the AI adoption process.

8. **Environmental Readiness**

   AMANN needs to strengthen collaboration with external partners, clarify AI legal and ethical guidelines, and improve global communication of its AI strategy. These steps will support readiness for regulatory changes and market dynamics.

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9. AI Marketing Capabilities

While AI's focus remains on operations and supply chain, its implementation also supports marketing by improving process efficiency, service quality, and customer satisfaction.

a. Analytical Marketing Capabilities

AMANN needs to develop machine learning-based analytics for forecasting and customer insight. This will improve the accuracy of marketing analysis and reduce manual processes.

b. Technological Marketing Capabilities

AMANN needs to expand the application of marketing AI beyond chatbots, improve employee digital literacy, maintain data security, and strengthen technology socialization to customers so that AI investments become a competitive advantage.

c. Efficiency Capabilities

AMANN can develop the chatbot into an AI Assistant for TAS and CSC, optimize DMIx, and leverage AI for forecasting and marketing efficiency. This allows the sales team to focus more on strategic activities and enhance the customer experience.

CONCLUSION

This study demonstrates that PT AMANN Indonesia has reached the Experimenter stage of AI readiness, supported by strong technology and process readiness through SAP HANA, Cloud, Intranet, CRM, DMIx, Virtual Brand World, and AI chatbot implementation. AI Marketing Capabilities are primarily reflected in Technological Marketing Capabilities, while Analytical Marketing Capabilities remain limited because marketing analytics and customer insights are still largely conducted manually. The findings also reveal strong alignment between AMANN Group's global AI strategy and its local implementation, although AI initiatives remain more concentrated on operations and supply chain than marketing. Practically, these findings suggest that strengthening AI governance, employee competencies, data management, and AI-based marketing analytics will accelerate AI-driven marketing transformation and improve customer experience, operational efficiency, and competitive advantage.

This study is limited to a qualitative case study conducted at a single multinational manufacturing company with a small number of internal stakeholders, limiting the generalizability of the findings. Future research is recommended to employ comparative or mixed-method approaches across multiple companies or industries, involve external stakeholders such as customers or business partners, and quantitatively examine the relationships among AI Readiness, AI Marketing Capabilities, organizational

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performance, and AI-driven marketing outcomes. Such studies would provide broader empirical evidence to support AI implementation strategies in multinational organizations.

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