

MASS

**Information Package
Day 2 (February 24)**

UNSW
Business School



**Marketing Analytics Symposium
Sydney (MASS) 2026**



Marketing Analytics Symposium Sydney (MASS) 2026

Tuesday 24 February 2026 | Day Two | ICC Sydney

Welcome to the 5th edition of UNSW's Marketing Analytics Symposium Sydney. We are delighted to host you at this unique event at the intersection of industry and academia at one of Sydney's most exciting conference locations, the ICC Sydney.

We look forward to discussing the latest trends in marketing analytics, presented by a distinguished line-up of speakers from Australian and international companies and leading quantitative marketing scholars.

We have prepared this information package to ensure a smooth and enjoyable experience. If you have any questions, please do not hesitate to contact us at mass@unsw.edu.au or speak directly to one of our team members.

We hope you enjoy the symposium.

On behalf of the MASS 2026 Organising Committee



Harald van Heerde

*SHARP Research
Professor of Marketing,
UNSW*



Maggie Dong

*Head of School &
Professor of Marketing,
UNSW*



Jack Cadeaux

Professor, UNSW



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iMotions is a leading human behavior research software company. Founded in 2005 and headquartered in Copenhagen, iMotions supports researchers worldwide with a platform for multimodal data collection and analysis.

The iMotions platform enables marketing and consumer researchers to capture emotional, cognitive, and behavioral responses by synchronizing eye tracking, facial expression analysis, EEG, EDA/GSR, ECG, voice analysis, and survey data. Used across academia and industry, iMotions helps turn complex human data into actionable insights for advertising effectiveness, brand perception, and customer experience research.



Book a free 20-minute demo with Jeff Zornig, Client Solutions Director - APAC, to see how eye tracking, facial expression analysis, and other behavioral data can support your research. [Sign up here](#).

February 24 – 9:00-9:30AM

Room C4.4

Keynote | Rebuilding Your Demand Engine for the AI Era



Kat Warboys

Senior Marketing Director, HubSpot

Marketing and advertising leaders face a perfect storm: rising media costs, fragmenting audiences, and relentless pressure to prove ROI. Traditional demand generation playbooks are breaking, AI promises transformation, but most teams don't know where to start.

Kat Warboys, Senior Marketing Director at HubSpot, introduces Loop Marketing—a framework for turning marketing into a measurable revenue engine. You'll learn how AI can be used to personalise outreach at scale (45% higher conversion), how to dominate emerging search channels (3X better lead quality), and create feedback loops that optimise campaigns in real time.

Through leading case studies and hands-on frameworks, Kat will cover a tried and tested roadmap to:

- Generate qualified pipeline from AI-powered channels (ChatGPT, Perplexity, Claude)
- Build always-on attribution that connects marketing spend directly to closed deals
- Create personalised buyer journeys without adding headcount

Kat Warboys is the Senior Marketing Director APAC at HubSpot, responsible for growing HubSpot's business across Australia, Singapore, and India. She leads a regional team focused on brand, PR and partnerships, revenue marketing, and customer advocacy.

As a recognized voice in marketing, featured in publications including Mediaweek, B&T, Dynamic Business, and Campaign Asia, Kat champions Loop Marketing – HubSpot's framework for driving growth in the AI era. She advocates for building hybrid teams where humans and AI work together—with humans leading on strategy, creativity, and brand judgment while AI accelerates execution and personalization at scale.

With 15 years' experience in CRM, Kat's expertise spans both B2B and B2C organizations, with a focus on revenue optimization through connected systems and data-driven strategies.

February 24 – 9:35-10:05AM

Room C4.4

Breakout 1A | AI-Human Collaboration



Lucio Ribeiro

Chief Innovation & AI Officer at TBWA \ Australia

The Human Signal: What 371 AI Films Reveal About Skill, Taste and Judgement

What happens when hundreds of AI creators turn imagination into output?

Clear patterns emerge.

This session shares initial insights from 371 AI-made films from Australia's first dedicated GenAI Film Festival, DISRUPT, examining how creators actually work with generative models and why human judgement and craft remain the strongest predictors of quality. The findings reveal where creators invest time, where they settle too early, and how intent shapes outcomes. These insights connect to themes from a highly acclaimed SXSW talk by the speaker on ceilings and floors: AI raises the floor for everyone, but the ceiling still belongs to those with intent and taste. A grounded, practical view of creativity in an AI-accelerated world.

Lucio Ribeiro is the Chief Innovation & AI Officer at TBWA\Australia and a Forbes columnist. He founded three tech businesses, exited one, and has led innovation and AI programs at Optus, Seven and Nine. He's partnered with BMW, Goldman Sachs, Mercedes-Benz, Google, NVIDIA, SpaceX and NAB, and is a sought-after speaker at SXSW, Advertising Week and major industry summits.

February 24 – 10:05-10:35AM

Room C4.4

Breakout 1A | AI-Human Collaboration

Prof Fang Gu, The Hong Kong Polytechnic University

Qing Li, Hong Kong Baptist University

Dr Xiaolin Li, The Hong Kong Polytechnic University

Prof Danny Wang, Hong Kong Baptist University

Beyond Human Touch: Unlocking B2B Sales Effectiveness through AI-Human Collaboration

Recent advances in marketing research and industry practice have highlighted the transformative potential of AI-human collaboration in enhancing sales and service effectiveness, yet rigorous field evidence on its impact in complex, high-stakes B2B settings remains limited. This study investigates the impact of AI-human collaboration on sales outcomes in the context of SME lending. Partnering with a major Chinese bank, we conducted a large-scale randomized field experiment (N=98,690 clients) in which initial customer outreach was randomly assigned to either an AI agent or a human agent. This design enables us to clearly identify whether and how AI-human collaboration can improve sales outcomes over multiple stages—including initial client reach, conversion, application rates, approval rates, and bank revenue metrics—compared to purely human teams.

We find that AI-initiated channels achieve 90.6% higher final loan application and over 10 times higher approval rates, resulting in subsequent greater credit accounts, commissions, and bank revenue. To unpack the mechanisms, we leverage detailed script data and lab experiments, identifying three drivers: (1) Enhanced Information Transmission—AI provides richer and more objective data (e.g., full transcripts, precise metrics) that reduce informational asymmetry and compressing the sales cycle; (2) Mitigation of Cognitive Bias—Human agents exhibit strong central tendency bias, disproportionately classifying leads as "medium intention," whereas AI eliminates this compromise, enabling more accurate prioritization and efficient resource allocation; and (3) Increased Human Cooperation—Human agents demonstrate significantly higher trust and compliance with AI-generated lead assessments than with those from human peers, reducing attrition among promising leads.

Our research provides causal field evidence that AI-human collaboration in complex B2B sales augments, rather than replaces, human agents by correcting systematic judgment errors and enabling more effective teamwork. We offer managers guidance for structuring AI-human teams to maximize sales performance and value creation.

February 24 – 9:35-10:05AM

Room C4.3

Breakout 1B | Influencer Marketing



Prof Dominik Papies

University of Tuebingen

Co-author:

Jan Jacobsen, University of Tuebingen

The Dark Side of Influencer Marketing: Investment Advice on Social Media

Social media influencers play an important role in shaping consumer behavior across various domains, with firms increasingly leveraging their reach for engagement and ultimately sales. While research has explored the impact of influencers in fields such as fashion, health, and technology, financial influencers (“finfluencers”) represent a potentially concerning extension of this phenomenon. This study examines the investment advice provided by finfluencers on YouTube, a platform widely used by retail investors for financial information. We collect a dataset of approximately 46,000 video transcripts from 231 YouTube channels with more than 10 bn cumulative views and use open-source fine-tuned as well as state-of-the-art closed-box Large Language Models (LLM) to extract investment recommendations for stocks, cryptocurrencies, exchange-traded funds (ETFs), and commodities. We use the extracted recommendations to construct hypothetical portfolios that track the performance of assets following the recommendations. We evaluate these portfolios based on total returns and risk-adjusted performance relative to market benchmarks. The results indicate that most financial influencers’ portfolios underperform and often expose investors to heightened risks. Moreover, recommendations tend to favor recently high-performing assets, suggesting a reliance on hype rather than informed analysis. Given the growing importance of social media for investment decisions, this study underscores the need not only for greater awareness but also regulatory scrutiny and financial literacy initiatives to mitigate potential harms associated with financial influencer content.

Dominik Papies is Professor of Marketing at Eberhard Karls University of Tübingen and Dean of the Faculty of Economics and Social Sciences. He previously served as Head of the School of Business and Economics and is an elected member of the University Senate.

His research focuses on econometric analyses of consumer and brand behavior, pricing decisions, and the impact of new technologies in the entertainment sector. He specializes in causal inference with non-experimental data and the application of machine learning methods, including image-based data analysis. He is a member of the Cluster of Excellence Machine Learning: New Perspectives for Science and is affiliated with INFORMS, EMAC, and VHB.

Professor Papies serves on the Editorial Review Boards of the Journal of Marketing and Journal of Marketing Research and regularly reviews for leading journals and research foundations. His work has been widely recognized, including the IJRM Best Paper Award and multiple major research grants.

February 24 –10:05-10:35AM

Room C4.3

Breakout 1B | Influencer Marketing



Prof Harald J. van Heerde

University of New South Wales

Co-authors:

Julia Rosada, University of Hamburg, Hamburg Business School

Maximilian Witte, University of Hamburg, Hamburg Business School

Mark Heitmann, University of Hamburg, Hamburg Business School

Assessing the Potential of GenAI for Visual Content Creation for Influencer Marketing

Brands increasingly sponsor influencers to produce visual content. Unlike conventional advertising, influencers have creative autonomy in content creation. This means that despite sponsorship agreements, influencers often prioritize their personal influencer salience (i.e., visibility) in visual content to preserve genuine connections with their community, at the expense of brand salience and the alignment of the content with the brand's visual communication style. To overcome this tension between brands and influencers, this research assesses the potential of visual generative AI (GenAI) to create visual brand content for sponsored posts. The authors develop a new visual GenAI workflow that is trained on influencer-, brand-, and social media visual content and compare the visual content it generates to conventional influencer content. Across four studies, this research shows that GenAI content with low-touch human input can improve the visual balance between brands and influencers, while maintaining perceived alignment with influencer and brand communication styles as well as influencer authenticity. The research also finds that sponsored collaborations involving GenAI are acceptable to influencers as well as to consumers when AI content creation is disclosed. Collectively, these findings underpin fundamental shifts in how sponsored influencer content is going to be created in the very near future.

Harald van Heerde (PhD, University of Groningen) is Research Professor of Marketing at the University of New South Wales, Sydney. He specializes in econometric modeling and marketing analytics, with research interests including marketing mix effectiveness, digital and social media, branding, attribution modeling, customer acquisition, and entertainment marketing.

Professor van Heerde has published widely in leading journals such as the *Journal of Marketing*, *Journal of Marketing Research*, *Marketing Science*, and *International Journal of Research in Marketing*. His work has received numerous international awards, including the AMA Churchill Award for Lifetime Contributions to Marketing Research and election as an AMA Fellow.

He has served as Editor of the *Journal of Marketing* and as Associate Editor at several top journals, secured over \$2 million in competitive research funding, and chaired major international conferences including MASS and the ISMS Marketing Science Conference.

February 24 – 9:35-10:05AM

Room C4.2

Breakout 1C | Cross-border Studies

Sijiong Ren, The Hong Kong Polytechnic University

Dr Yue Guan, Communication University of China

Prof Banggang Wu, Southwestern University of Finance and Economics

Prof Dai Yao, The Hong Kong Polytechnic University

When More Fishes Come to a Small Pond: Competition and Sellers' Strategic Responses in Cross-border E-commerce

Recent global volatilities—such as the Trump administration's tariffs and the ban on TikTok—have highlighted how policy-driven disruptions pose both opportunities and risks for international business. Such shocks are not only challenges for policymakers but also destabilize established business models, sending ripple effects across digital platforms worldwide. However, there is still limited understanding about how disruptions originating from a major platform spill over to others, especially smaller platforms with weaker resilience. To address this gap, this research investigates how an external platform's policy shock influences incumbent retailers' performance and strategic responses on DHGate, China's second-largest cross-border e-commerce platform. We exploit a natural experiment—the large-scale suspension of Chinese sellers' accounts by Amazon in 2021—and apply a difference-in-differences (DiD) approach to assess the effects on DHGate. In the short term, both Gross Merchandise Value (GMV) and the total number of customers declined following Amazon's Suspension Campaign. However, the inflow of new customers increased, accompanied by a drop in average spending per customer, suggesting intensified competition. The adverse impacts deepened and persisted for over 18 months. We also find that retailers offering more product variety (measured by SKUs) and enjoying stronger customer loyalty (measured by repurchase rates) experienced 30–40% smaller negative impacts. Overall, our results underscore the spillover effects of disruptions initiated by major platforms on other retailers and provide timely insights for policymakers, international businesses, cross-border platforms, and market participants.

February 24 – 10:05-10:35AM

Room C4.2

Breakout 1C | Cross-border Studies

Dr Sonika Singh, UTS Business School

Prof Mia Bothma, NWU, Potchefstroom

Towards a Better Understanding of Data Breaches: A Cross-Country Investigation

In today's turbulent digital economy, data breaches pose significant challenges to firms, reducing consumer trust, damaging brand value, and heightening regulatory scrutiny. Recent high-profile incidents in Australia (e.g., Medibank, Optus) and South Africa (e.g., Experian, TransUnion) highlight the financial and reputational risks associated with compromised consumer data. While prior research has examined privacy concerns and trust in general, limited evidence exists on how consumers react to breaches and how firms' post-breach management practices shape satisfaction and trust.

Extending trust-expectancy theory, the study investigates dual pathways to trust formation: data integrity perceptions and the usefulness of protection technology to influence privacy violation expectancy, while privacy attitudes directly influence trust in the firm's data privacy practices. Negative expectancy (anticipated violations) is viewed as a trust antecedent, moving beyond reactive breach responses to proactive trust formation. The influence of trust on satisfaction with breach management on switching likelihood provides a complete conceptual model for post-breach consumer behaviour. This study furthermore compares Australia and South Africa, revealing cross-country differences and testing theoretical generalisability.

Preliminary results indicate cross-cultural differences in trust-expectancy dynamics. Satisfaction with breach management significantly reduces switching only in the South African group, thus challenging post-breach recovery assumptions. Counter-intuitively, usefulness increases privacy violations in both groups, suggesting that when consumers become more aware of data protection technologies, they counterintuitively develop greater expectations that privacy violations will occur, rather than feeling more secure. The results indicate a need for culturally specific strategies to manage data breaches. It seems that Australian citizens require comprehensive retention beyond satisfaction improvement, emphasising violation prevention communication due to stronger expectancy-trust vulnerability. In South Africa, priority should be given to effective breach response capabilities and data integrity demonstrations, since satisfaction significantly prevents switching.

February 24 – 11:00-11:30AM

Room C4.4

Breakout 2A | AI-assisted Marketing and Consumer Reviews



Connie Sellaro

Head of ANZ Marketing at Asana

Marketing with AI: Speed, Scale, and Human + AI Teamwork

Marketing teams are under pressure to move faster and do more - yet many are hitting a new scaling wall. AI is everywhere, but disconnected tools and endless prompting are creating complexity instead of clarity. Speed without structure doesn't scale.

To truly unlock the power of AI, leaders must move beyond chatbots toward Human + AI collaboration - where AI understands not just tasks, but the full context of goals, workflows, and timelines.

In this session, you'll hear how Asana embeds AI across the entire marketing lifecycle - from strategic planning and creative intake through to campaign execution and measurement. By giving AI visibility into how work actually happens, teams accelerate delivery, operate at scale, and stay aligned to revenue targets - all while preserving the human judgment, creativity, and trust that great marketing depends on.

Connie Sellaro is a senior B2B marketing leader with deep experience driving demand generation, go-to-market strategy, and brand growth across the ANZ region. She is currently the Head of ANZ Marketing at Asana, where she partners closely with sales and product teams to scale high-impact marketing programs for enterprise and mid-market organisations. In her role, Connie is increasingly focused on the practical adoption of AI within marketing teams, bringing a practitioner's perspective on how teams are beginning to incorporate AI into their work, what's working, and what's still evolving. She is passionate about helping marketers balance speed and innovation with clarity, creativity, and human-centred execution.

February 24 – 11:30AM-12:00PM

Room C4.4

Breakout 2A | AI-assisted Marketing and Consumer Reviews

Zelin Li, Massachusetts Institute of Technology

Prof Song Lin, Hong Kong University of Science and Technology

Unsilence the Majority: Impacts of AI Assistance on Review Generation

Public opinions are instrumental for the efficiency of societies and markets. However, many individuals refrain from expressing their views publicly for various reasons. In this study, we demonstrate the potential of generative artificial intelligence in facilitating opinion expression particularly for those who are relatively less vocal. We built a video streaming platform that enables users to watch videos and leave comments at will. We designed two formats of AI assistance based on large language models: a one-click generation function that automatically generates a comment based on the keywords or requirements provided by the users, and a chat generation function that allows users to interact with the AI chatbot to compose a comment. We present four major findings. First, we find that users in the AI-assisted conditions are more likely to provide comments than those in the control conditions, which offered no assistance or only a simple hint. This effect is particularly pronounced among individuals who are typically less inclined to comment or review online, and who find the AI assistance useful in helping them come up with words and organize them into formal language. Second, we observed a positive bias in the comments generated with the aid of AI. Third, we conducted a follow-up study to solicit the genuine opinions of the same users. We find that AI-assisted comments are more similar to users' genuine opinions in terms of the underlying text embeddings. Fourth, in the second-phase study, we randomized the presence of reviews assisted by AI and written by users to a different set of consumers. We find that consumers generally prefer the videos with AI-assisted reviews, partly because they provide more information. Taken together, these results illustrate the potential of generative AI assistance in encouraging wider provision of opinions that reflect individuals' true opinions and enhance consumer engagement.

February 24 – 11:00-11:30AM

Room C4.3

Breakout 2B | Customer Relationship Management

Dr Ta-Wei Huang, National University of Singapore

Prof Eva Ascarza, Harvard Business School

Dr Ayelet Israeli, Harvard Business School

Incrementality Representation Learning: Synergizing Past Experiments for Intervention Personalization

This paper introduces Incrementality Representation Learning (IRL), a novel multitask representation learning framework that predicts heterogeneous causal effects of marketing interventions. By leveraging past experiments, IRL efficiently designs and targets personalized interventions, eliminating the need for extensive testing of numerous potential interventions. To ensure generalization to untested interventions and customers, the IRL model extracts low-dimensional representations of intervention features and customer covariates that are predictive of treatment effects and are generalizable across previously tested interventions. Unlike traditional multi-task learning methods that build separate models for each intervention, IRL uses a unified prediction model across past experiments to enhance generalizability. We empirically validate our framework in the context of promotional campaigns for consumer packaged goods. By synergizing data from 274 previously conducted experiments, our IRL model not only improves the targeting accuracy of tested interventions but also significantly outperforms existing methods in targeting untested interventions and customer segments, overcoming the generalization challenge in high-dimensional decision spaces and the cold-start problem associated with designing new interventions. Furthermore, we develop a decision framework to identify key design features and customer segments for tailoring interventions. Using our model interpretation tool, we demonstrate how companies can customize promotions to enhance profitability across different customer segments.

February 24 –11:30AM-12:00PM

Room C4.3

Breakout 2B | Customer Relationship Management



Prof Bernd Skiera

Goethe University Frankfurt, Germany

Co-author:

Thilo Kraft, Goethe University Frankfurt, Germany

Growing Via New or Existing Customers?

Firms can grow their revenue by focusing on (i) acquiring new customers or (ii) expanding the revenue from existing customers through cross-selling or upselling, and reducing customer churn. A firm must decide on which of the paths to focus on. Ideally, a firm grows via both. However, can firms achieve this dual emphasis, and if so, how strong is the respective revenue growth? If not, do more firms realize a focus on new or existing customers? And what is the respective revenue growth?

This project introduces a novel approach to identifying the paths that firms pursue. It solves the problem that most firms do not disclose cohort-specific information, but that such information is required to identify whether and how strongly and persistently firms grow via one of the paths. The empirical study covers credit card transactions from 37 firms over seven years across three industries: online marketplaces, online subscriptions, and cable/satellite services.

Its results reveal that 21.6% of firms focus on both new and existing customers. These firms realize an average annual revenue growth of 41.8%. Surprisingly, more firms rely on growing via new customers instead of growing via their existing customers (26.2% versus 5.4%), but their annual revenue growth rate is lower (2.6% versus 10.5%). The results also outline that the share of revenue from retained customers is a non-informative marketing metric.

Bernd Skiera is Professor of Marketing at Goethe University Frankfurt, where he holds Germany's first chair in electronic commerce. He is a member of the managing board of efl – The Data Science Institute and serves as Germany's National Representative to the European Marketing Academy (EMAC).

His research focuses on marketing analytics, e-commerce, digital advertising, MarTech and SalesTech, machine learning, and online consumer privacy. He has led major research projects, including an ERC Advanced Grant on the economic consequences of privacy restrictions, and is widely recognized for his contributions to data-driven and technology-enabled marketing.

Professor Skiera has consistently ranked among the leading marketing scholars in German-speaking countries and internationally. He is also deeply committed to academic mentoring, with many of his former doctoral students now holding professorships worldwide.

February 24 – 11:00-11:30AM

Room C4.2

Breakout 2C | Visual AI in Marketing

Dr Yi-Lin Tsai, University of Melbourne

Yung-Hsiu (Arvin) Lai, National Taiwan University

The AI Eye: Large Language Models vs. Human Perception in Visual Marketing

As marketers increasingly use Large Language Models (LLMs) to predict consumer response to visual assets, a critical question emerges: can we trust an AI's perception as a reliable proxy for human psychology? Blindly trusting a silicon sample can lead to misguided marketing investments. While prior work documents the mixed success of LLMs, our research moves beyond a pass/fail verdict to uncover why these models succeed or fail.

To investigate the reliability of these models, we conduct a rigorous stress test of OpenAI's GPT-4o and Anthropic's Claude 3 against six canonical studies from the visual marketing literature, collecting each LLM's numerical rating and its textual rationale. By analyzing these rationales with topic modeling, we uncover the logic behind the models' judgments, such as attentional distraction or the formation of non-human-like associations, thereby identifying potential mediators and psychological pathways for future theory testing.

We then test two interventions that leverage few-shot in-context learning to mitigate the identified AI-human perceptual misalignments: one using a qualitative abstract, the other using quantitative statistics from the original paper. Our results show an interesting trade-off: interventions that successfully align the AI's inferential conclusions (e.g., the direction and significance of an effect) may weaken its ability to replicate the descriptive statistics (e.g., the mean and variance) of the human sample.

This research contributes to both marketing and visual analytics. We provide a practical, low-cost method for managers to assess the reliability of AI-driven insights and deliver a "user guide" for intervention, showing that the optimal prompting strategy depends on whether the goal is to validate a directional effect or to forecast precise market outcomes.

February 24 – 11:30AM-12:00PM

Room C4.2

Breakout 2C | Visual AI in Marketing

Masayoshi Moteki, Waseda University

Prof Masayuki Goto, Waseda University

Prof Takeshi Moriguchi, Waseda University

Assessing the Human-Like Response of Generative AI to Visual Stimuli for Marketing: An Application to Video Advertisement Evaluation

Background and Research Gap: The recent rise of Generative AI (GenAI) has opened new avenues for automated marketing research, as suggested by studies focusing on leveraging Large Language Models (LLMs) for survey and interview data (e.g., Arora, Chakraborty, and Nishimura, 2025). Despite this promise, a critical gap remains: the extent to which GenAI's responses to visual stimuli, particularly dynamic media like video advertisements, align with the response patterns of human consumers has not been adequately clarified. Validating GenAI's capability in processing visual cues is essential for its broader acceptance as a reliable, cost-effective substitute for or collaborator with human respondents in experimental marketing design.

Objective and Methodology: This study aims to investigate and clarify whether Generative AI, specifically utilizing the Gemini API, exhibits responses to video advertisements that are analogous to those of human evaluators.

Our methodology involves two main steps:

1. **Data Generation:** We will utilize the Gemini API to generate evaluation scores for a diverse set of video advertisements, simulating data equivalent to approximately 1,000 human respondents.
 2. **Comparative Analysis:** We will conduct a comparison between the GenAI-generated evaluation scores and those obtained from actual human respondent data. The comparison will focus on two specific areas:
 - Analyzing the similarity in distributional properties, such as the mean and variance of the evaluation scores.
 - Examining the congruence in the relationship between video advertisement features (extracted from the visual stimuli) and the corresponding evaluation scores.
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February 24 – 12:05-12:35PM

Room C4.4

Fireside Chat



Leandro Perez

SVP & CMO Salesforce ANZ



Nicolas Chu

CEO Sinorbis
Professor of Practice in Marketing
University of New South Wales

In this fireside chat, Professor Nicolas Chu sits down with Leandro Perez, SVP and Chief Marketing Officer of Salesforce ANZ, to explore how AI is reshaping marketing, business models, and the future of growth. Drawing on his unique blend of technical expertise and marketing leadership, Leandro will share practical insights on the rise of the Agentic Enterprise, the shift from subscription to usage-based SaaS, and what it means for how organisations position value, build trust, and scale impact. This conversation will offer a candid look at how humans and AI agents can work together to drive more personalised, ethical, and inclusive growth in the next era of digital transformation.

Leandro Perez is the SVP and Chief Marketing Officer for Salesforce ANZ, where he leads the strategic direction for the world's leading AI-powered CRM. With a Bachelor of Science (Computer Science) from UNSW and an Executive MBA from the Quantic School of Business and Technology, Leandro brings a uniquely technology-forward lens to marketing, specialising in the practical adoption of AI at scale.

Leandro is currently leading the charge into the era of the Agentic Enterprise, helping businesses accelerate their digital transformation through the deployment of trusted, autonomous AI agents powered by Agentforce. He believes the future of growth lies in humans and AI agents driving success together - elevating every team, personalising every customer experience, and improving every process.

A recognised industry leader and Fellow of The Marketing Academy, Leandro serves on the Board of the Australian Association of National Advertisers (AANA), and has been awarded the Salesforce Chairman & CEO Award. He is a vocal advocate for ethical AI adoption and is dedicated to democratising technology, ensuring that the benefits of the agentic era are accessible across all skill levels to drive meaningful, inclusive growth.

Professor Chu is a global digital leader with over 25 years of experience leading technology ventures across Asia Pacific, Europe and North America. He is a tenured Professor of Practice in Marketing at UNSW Business School, where he also co-chairs the Marketing Analytics Symposium, the University's flagship industry conference, and is the Co-Director of the UNSW Marketing Leadership Forum. He serves on multiple boards and is deeply committed to mentoring the next generation of leaders.

He is the founder and CEO of Sinorbis, a multi award winning technology company that helps organisations enter and grow in global markets through digital innovation.

February 24 – 1:45-2:30PM

Room C4.4

Panel discussion | From Performance to Brand: Finding the Right Marketing Mix.



Prof Peter Danaher

Monash University



Prof Marc Fischer

Chair in Marketing Science and Analytics, University of Cologne



John Hawkins

Chief AI Officer, Intersect AI



Prof Jack Cadeaux

University of New South Wales

(Moderator)

Peter Danaher is Professor of Marketing and Econometrics at Monash University in Australia. He completed a three-year term as the Head of the Marketing Department for 2019-2021. Formerly, he was Coles Myer Chair of Marketing and Retailing at the Melbourne Business School, and was previously at the University of Auckland. He has held visiting positions at London Business School, The Wharton School, NYU and MIT. He is currently a Co-Editor for the Journal of Marketing Research and was formerly an Area Editor for the Journal of Marketing. He also previously served on the Editorial Boards of Marketing Science, IJRM and the Journal of Service Research. His primary research interests are media exposure distributions, advertising effectiveness, television audience measurement and behavior, internet usage behavior, customer satisfaction measurement, forecasting and sample surveys, resulting in many publications in journals such as the Journal of Marketing Research, Marketing Science, Journal of Marketing, Journal of Service Research, Journal of Advertising Research, Journal of the American Statistical Association, Journal of Retailing, Journal of Business and Economic Statistics and the American Statistician.

Marc Fischer is Chaired Professor of Marketing Science and Analytics at the University of Cologne. His research focuses on marketing performance management, brand management, marketing-mix optimization, and econometric market response models, with a strong emphasis on linking marketing decisions to firm value and bottom-line outcomes. His work has been published in leading journals including Journal of Marketing, Journal of Marketing Research, Marketing Science, Management Science, and International Journal of Research in

Marketing, and has received multiple major international awards. Marc brings extensive academic and industry experience to the discussion, including advisory roles in marketing analytics and prior appointments in Australia and the United States.

John Hawkins is the Chief AI Officer with AI services company Intersect AI and the former Chief Scientist at Playground XYZ where he researched and built AI models for analysing consumer attention to advertising. He holds a PhD in Computer Science from the University of Queensland and a Bachelor of Arts in the Philosophy of Science from the University of Newcastle. He has written more than 30 peer-reviewed research articles and continues to collaborate with research groups in Australia and Germany.

He authored the book "Getting Data Science Done" about the process of managing successful data science projects, and has a new book coming out that describes application patterns for language models, entitled: "Data Science First: Using Language Models in AI-Enabled Applications." Available on Amazon here: <https://us.amazon.com/Data-Science-First-AI-Enabled-Applications/dp/1394390475>

Jack Cadeaux is a Professor of Marketing at the University of New South Wales, having joined the university as a Lecturer in 1996. He served as Head of the School of Marketing from 2016 to 2021 and has previously held several leadership roles, including Deputy Head of School, Postgraduate Research Coordinator, and Director of the Master of Marketing program.

His research focuses on the flexible and entrepreneurial management of supply and demand for products and services at institutional, inter-organisational, and retail levels within dynamic and diverse market environments. His specific research interests include structure and flexibility in distribution and supply chain networks, retail assortments and distribution coverage, business-to-business buyer-supplier relationships, product and service innovation, market transformation, and the societal benefits of market matching mechanisms and public policy.

He currently serves as Associate Editor of the Australian Journal of Management and is a member of the Editorial Policy Board of the Journal of Macromarketing and the Editorial Review Board of the Australasian Marketing Journal.

His teaching interests span marketing strategy, distribution channels and retailing, marketing theory and theory construction, and product management, as well as new product and service development.

February 24 – 2:35-3:05PM

Room C4.4

Breakout 3A | Consumer Data



Diana Hansen

Chief Marketing Officer at Australian Health Professionals (AHP)

Working With the Data You Have, Not the Data You Wish You Had

Diana Hansen, CMO at AHP Australian Health Professionals, will share her experience navigating consumer data in complex, highly regulated environments. Diana will explore how fragmented systems, strict privacy requirements, and constrained budgets create real-world challenges for capturing, integrating, and using data effectively. She will provide insights on how to turn the data you have into actionable decisions, highlighting trade-offs, practical levers, and approaches that make analytics meaningful even under constraint.

Diana Hansen is Chief Marketing Officer at AHP – Australian Health Professionals, where she leads growth, transformation, and customer strategy of allied health services across aged care and disability sectors. Over a 20-year career, Diana has led marketing and customer portfolios, combining her experience in brand, go-to-market strategy and enterprise transformation with broader business consulting and executive leadership. She has built and scaled high-performing teams and delivered sustained growth in complex, service-based environments, including health, social services, and education, where data and consumer insights drive informed decision-making.

Diana is a Certified Practising Marketer (CPM) and holds a Master of Marketing and an Executive MBA from UNSW.

February 24 – 3:05-3:35PM

Room C4.4

Breakout 3A | Consumer Data



Prof Bernd Skiera

Goethe University Frankfurt, Germany

Co-authors:

Dr Lennart Kraft, DZ BANK AG

Dr Klaus M. Miller, Marketing Department, HEC Paris

Dr Nico Neumann, Melbourne Business School

Inconsistency of Online Consumer Profiles

Collecting data about consumers is a billion-dollar business: Firms track consumers using digital footprints (for example, based on web browsing, app behavior, or credit-card purchases) and summarize the information in consumer profiles. These consumer profiles are then sold to advertisers for ad targeting.

Recent research documents the poor average accuracy of third-party profiles for ad targeting, while also showing how to improve profiling prediction methods.

However, existing studies have focused on the quality of profiles at one point in time. Using individual snapshots, researchers took a cross-sectional sample (across brokers and contexts) and then analyzed it. Little is known about how profiles can vary across time. Understanding this variation is essential for advertisers, as inconsistent profiles can lead to inefficient ad targeting, wasted ad spending, and misguided data broker selection.

We find that a data broker offers multiple profiles of the same consumers that are inconsistent. Thus, the data broker assigns a consumer to conflicting categories within the same attribute (for example, to the age group ""age 14–19"" and ""age 40+"").

This paper examines the presence of such inconsistencies across data providers (i.e., brokers) for popular demographic third-party attributes (RQ1), how consistency develops over time (RQ2), and what the consequences of inconsistencies are (RQ3), for example, for predicting profile accuracy and ad prices. Based on three studies, we demonstrate that profile inconsistency is widely present across our investigated attributes, predict inaccuracy, and influences ad spend waste significantly. Our findings suggest considerable potential to improve ad targeting and demonstrate a simple way for marketers to select brokers that may provide more accurate profiles.

February 24 – 2:35-3:05PM

Room C4.3

Breakout 3B | Large Language Models in Consumer-Firm Interactions

Prof Minkyu Shin, City University of Hong Kong

Dr Jin Kim, Northeastern University

Prof Jiwoong Shin, Yale University

The Adoption and Efficacy of Large Language Models: Evidence From Consumer Complaints in the Financial Industry

This paper introduces Incrementality Representation Learning (IRL), a novel multitask representation learning framework that predicts heterogeneous causal effects of marketing interventions. By leveraging past experiments, IRL efficiently designs and targets personalized interventions, eliminating the need for extensive testing of numerous potential interventions. To ensure generalization to untested interventions and customers, the IRL model extracts low-dimensional representations of intervention features and customer covariates that are predictive of treatment effects and are generalizable across previously tested interventions. Unlike traditional multi-task learning methods that build separate models for each intervention, IRL uses a unified prediction model across past experiments to enhance generalizability. We empirically validate our framework in the context of promotional campaigns for consumer packaged goods. By synergizing data from 274 previously conducted experiments, our IRL model not only improves the targeting accuracy of tested interventions but also significantly outperforms existing methods in targeting untested interventions and customer segments, overcoming the generalization challenge in high-dimensional decision spaces and the cold-start problem associated with designing new interventions. Furthermore, we develop a decision framework to identify key design features and customer segments for tailoring interventions. Using our model interpretation tool, we demonstrate how companies can customize promotions to enhance profitability across different customer segments.

February 24 – 3:05-3:35PM

Room C4.3

Breakout 3B | Large Language Models in Consumer-Firm Interactions



Prof Thomas Reutterer

Vienna University of Economics and Business

Co-author:

Gabriela Makar, WU Vienna, Department of Marketing

Dr Martin Reisenbichler, WU Vienna, Department of Marketing

Prof David Schweidel, Emory University, Goizueta Business School

From Ten Blue Links to One Bold Answer: Optimizing Content for Generative Search Engines

Conversational AI is reshaping the digital search landscape. Rather than navigating the traditional “ten blue hyperlinks,” users increasingly engage with chatbots and generative search engines (GEs) powered by large language models (LLMs) and retrieval augmented generation (RAG) architectures. These systems deliver synthesized, interactive answers with website citations. These systems provide synthesized, citation-supported responses within an interactive interface, fundamentally altering how information is accessed and consumed. This shift introduces new challenges for firms, particularly in securing online visibility, a critical driver of customer acquisition and competitive positioning. Even in conventional search environments, firms contend with ranking volatility, the rise of zero-click searches, and algorithmic biases favoring dominant brands. Generative search compounds these challenges by relying on different ranking logics and relevance criteria.

We empirically investigate how high-ranking website content in traditional search compares with content surfaced by LLM-based GEs. Building on established insights from previous research on search engine optimization (SEO) and content generation for sponsored search ads, we propose a novel, automated workflow for optimizing business website content, designed to improve visibility in LLM-driven search systems.

A series of field experiments conducted with industry partners show that GE-optimized content can significantly boost visibility in conversational search settings. Notably, our findings show that success in conventional Google rankings does not guarantee success in generative search: performance differs significantly across platforms (e.g., strong presence in Perplexity but little to none in Gemini-based systems).

Our research contributes conceptually by introducing a systematic framework for GE content optimization, and practically by providing firms with actionable methods to enhance their presence in LLM-driven search ecosystems, where conventional SEO strategies alone are no longer sufficient.

Dr. Thomas Reutterer is Professor of Marketing at the Vienna University of Economics and Business (WU Vienna). His expertise is in analyzing, modeling and forecasting customer behavior in data-rich environments. His research, teaching and business consulting activities center around retail and service marketing, customer relationship management, and marketing models for customer-base analysis. In his research projects, he employs statistical or advanced machine learning methods to provide decision support for various business applications. His research was published in leading scholarly journals including JM, Marketing Science, IJRM, European Journal of Operational Research, Decision Support Systems, and Journal of Interactive Marketing.

February 24 – 2:35-3:05PM

Room C4.2

Breakout 3C | Firm-level Marketing Intelligence



Prof Vijay Viswanathan

Northwestern University

Co-authors:

Prof Varsha Jain, MICA India

Dr Anupama Ambika, IMT Dubai

Does AI Drive Firm Performance? A Dynamic Capability Perspective

This study investigates the integration of artificial intelligence (AI) across diverse industries through the lens of dynamic capabilities theory, focusing on how AI enables firms to sense opportunities, seize them, and transform operations to enhance performance. Drawing on a large-scale survey of U.S. public firms and firm-level performance data, the research applies a Fama-French analytical framework to assess the impact of AI implementation on business outcomes. In doing so, it accounts for key moderating factors such as organizational culture, firm orientation (sales-, product-, or service-driven), growth mindset, and integrated marketing communication (IMC) capabilities. While the marketing literature has extensively explored AI conceptually and from a methodological perspective, many firms continue to face challenges in systematically embedding AI technologies and justifying their significant investments. This study addresses this gap by adopting a rigorous, cross-disciplinary approach that integrates insights from marketing and strategic management literature. The findings provide empirical evidence on the conditions under which AI acts as a dynamic capability, contributing to firm performance. Importantly, the study offers nuanced insights into how firms' strategic orientation and internal capabilities shape the success of AI adoption. Its cross-industry scope and focus on publicly listed firms enhance its practical relevance, offering actionable implications for marketing professionals seeking to leverage AI for market sensing, innovation, and organizational transformation. The study contributes to both academic and managerial discourse by clarifying the contingent value of AI and offering a framework for its effective deployment in marketing and broader strategic contexts.

Professor Vijay Viswanathan studies customer experience and marketing effectiveness in B2C and B2B using surveys, text analytics and machine learning. His current work is on online communities, virtual influencers, loyalty programs and governance. He has given numerous talks to industry on customer centricity, embedding AI in analytics and enabling a data culture.

February 24 – 3:05-3:35PM

Room C4.2

Breakout 3C | Firm-level Marketing Intelligence

Professor Benjamin Voyer, ESCP Business School & London School of Economics

Dr Amy Errmann, Auckland University of Technology

Prof Marilyn Giroux, Université Laval

Turning Abstract Marketing Concepts into Data Insights

This research takes the starting point that abstract academic concepts can bring value to marketing practitioners in the age of artificial intelligence and data analytics. Drawing from a collaboration between an academic research team from France, New Zealand, and Canada, and a leading luxury company, we discuss how the concept of mindfulness, which has been shown to affect luxury preferences, was operationalised through iterative discussions with the data science of the corporate partner. The resulting dataset was then analysed by researchers to replicate laboratory findings and inform marketing practices. We identify ways in which collaborations between companies and universities can benefit data science teams by importing abstract academic concepts and findings and feeding their work. In return, we also discuss ways in which academics can benefit from collaborations with companies on big data projects and ways to maximise the value from such collaborations.

February 24 – 3:50-4:10PM

Room C4.4

Keynote | Building Trust with Consumers and Business Buyers in an AI-Driven World



Omer Shai

Global Chief Marketing Officer at WIX.com

In this presentation, CMO Omer Shai takes audiences inside what it truly means to lead a product-first company built on AI at its core. As AI reshapes how businesses connect with customers, one question matters most: what actually earns consumer trust?

Drawing on breakthrough moments from Wix and Base44's historic 2026 Super Bowl campaigns, Shai reveals how letting the product tell the story can be more powerful than any marketing message. He explores the essential ingredients that build trust in AI, from intuitive design and transparency to performance and outcome quality. Shai will explain why trust isn't built on promises, but on the tangible results users create.

This session unpacks how product excellence becomes brand credibility, and how AI companies can transform scepticism into confidence by delivering experiences that speak for themselves.

Omer Shai is the current Global CMO at Wix. He is an internet veteran with more than 18 years of experience in search optimization, online advertising and social media. He joined Wix in February 2008 after co-founding digital design company Hyperactive. Under his leadership, Wix has successfully expanded into multiple international markets, including the U.S., U.K., Brazil, Canada and Australia, and has been essential to the \$1B+ annual revenue at Wix. Omer has also overseen the launch of several new products, including the highly anticipated Wix Studio, and was integral to the Wix \$80M acquisition of GenAI standout company, Base44. Outside the office, he is a self-proclaimed sports lover and die-hard fan of the Baltimore Ravens.