

AI in Marketplaces

Industry Survey

This questionnaire aims to identify how digital marketplaces are adopting and investing in AI, as well as the key trends, challenges, and opportunities shaping its use.

Methodology Overview

1 Objective

Quick, high-level pulse check of top executives in the digital marketplaces ecosystem.

2 Audience

Senior leaders from European online marketplaces in all verticals

3 Format

Online survey.

4 Sample Size

30 qualified respondents.

5 Distribution Channels

Promoted via DMA's own email newsletter, social media accounts, and internal networks only.

6 Timing

Responses were collected in November 2025.

7 Note

This is not a full-scale academic study, but rather a focused snapshot to surface key industry sentiments and priorities.

DMA AI Survey 2025 - SNAPSHOT

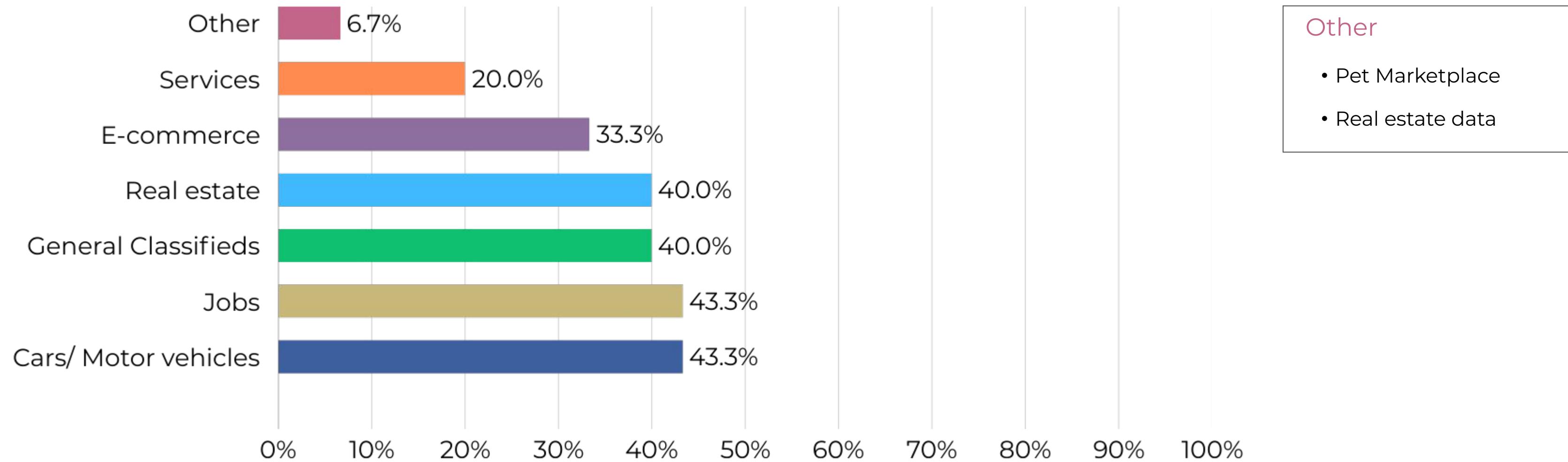
What We Learned

- Mostly EU-based, market-leading respondents
- Majority CEO and top execs, product leaders next
- All verticals, plus niches and solution providers
- 90% are using or thinking of using AI in their daily operations
- Very diverse areas for AI use
- Not a mature stage of AI adoption
- Data Quality and unclear ROI are the main challenges

General Information



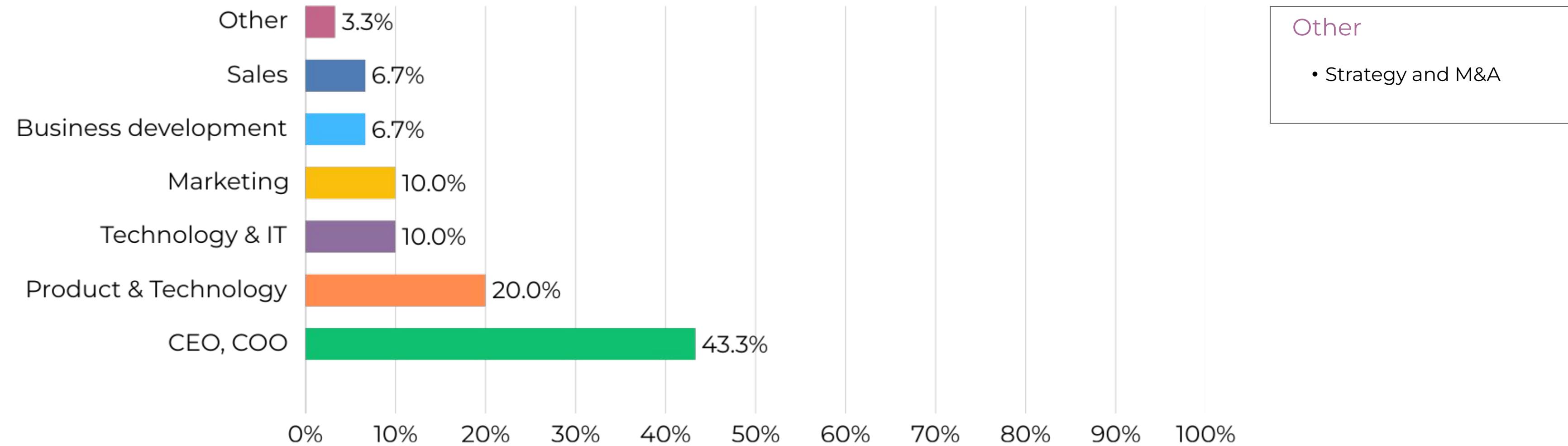
Which vertical(s) do you represent?



General Information



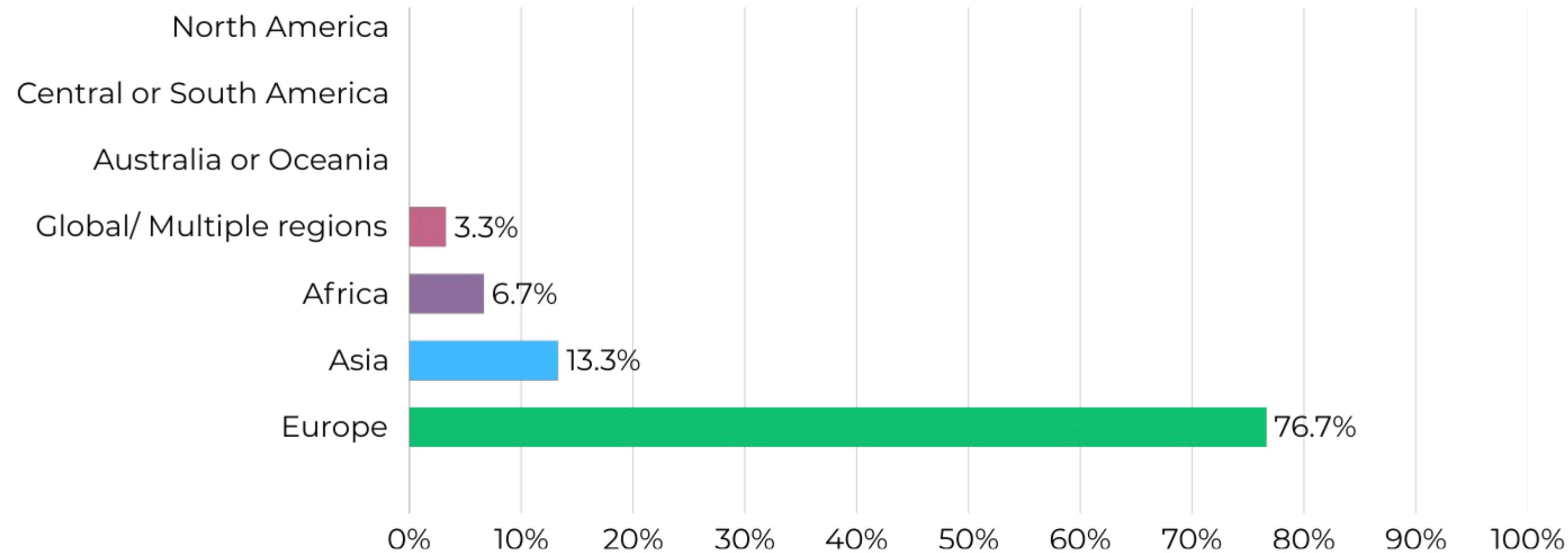
What is your role in the company?



General Information



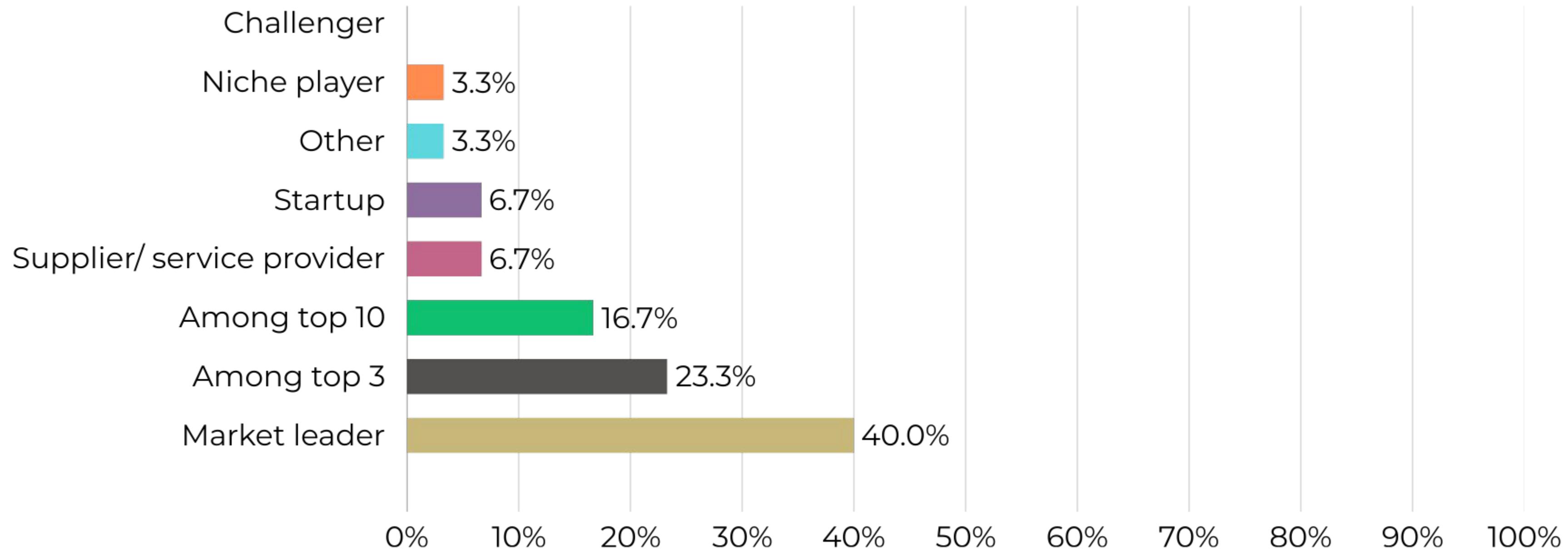
Which region(s) do you operate in?



General Information



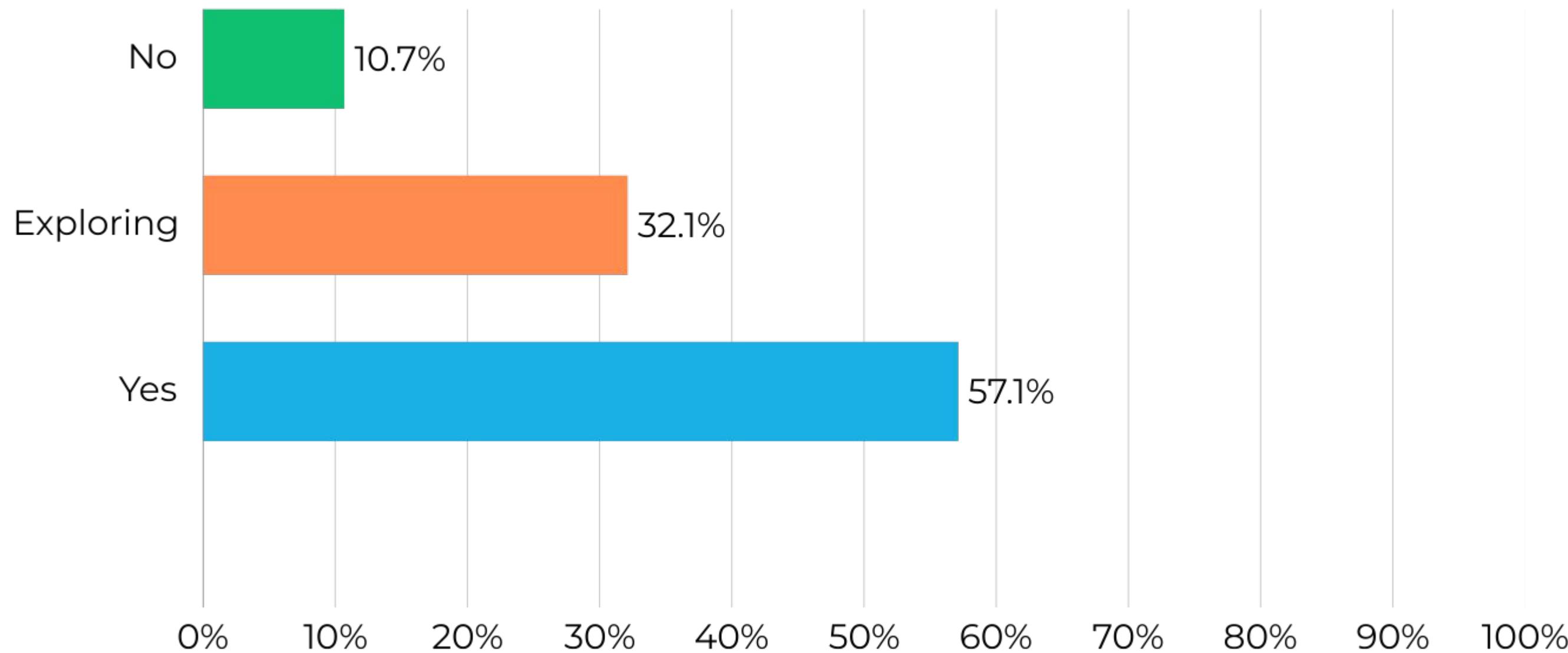
What is your company's market position in digital marketplaces?



Current Use of AI



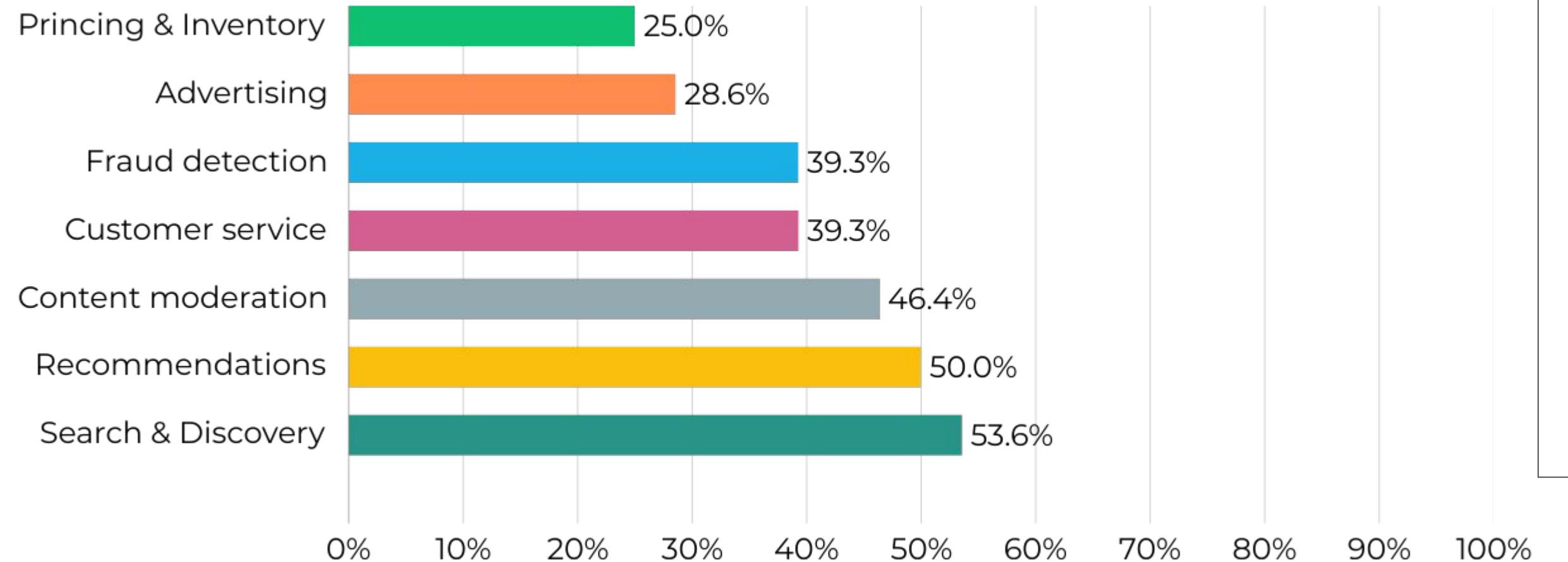
Are you currently using AI in your marketplace operations?



Current Use of AI



In which areas are you currently using AI?



Comments

- Documentation
- AI career tool (using US company) & AI summaries for SEO
- Data cleansing/processing
- Converting data from CVs to our candidate structure. Candidate shortlisting. Text to filter conversion

Industry Outlook

DMA

How mature is your AI adoption?



very early

fully integrated

Experimentation & Challenges



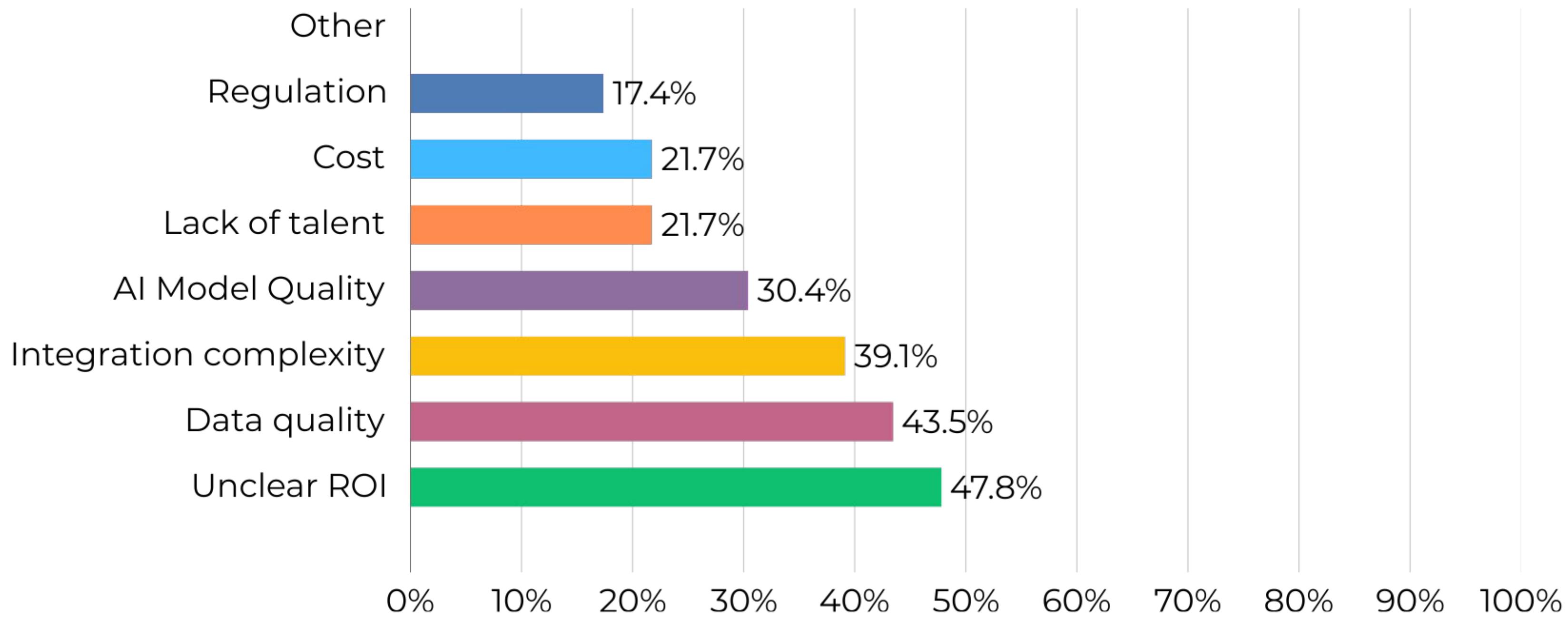
Please indicate your primary goals for experimenting with AI.

0-20%	20-40%	40-60%	60-80%	80-100%	Advertising & marketing optimization	Content moderation	Pricing & inventory management	Customer service	User-generated content tools (e.g. image recognition, text generation)
		Search & discovery	Trust & safety		Advertising & marketing optimization	Content moderation	Pricing & inventory management	Customer service	User-generated content tools (e.g. image recognition, text generation)
Improve user experience	71.40%		15.00%	55.00%	21.00%	38.10%	48.00%		28.57%
Increase revenue	9.50%		55.00%	0.00%	37.00%	0.00%	10.00%		0.00%
Reduce costs	0.00%		10.00%	20.00%	32.00%	42.86%	38.00%		9.52%
Stay competitive	19.10%		20.00%	20.00%	5.00%	14.29%	0.00%		9.52%
Compliance / Regulation	0.00%		0.00%	5.00%	5.00%	4.76%	5.00%		52.38%

Experimentation & Challenges



What are your main challenges in adopting AI?

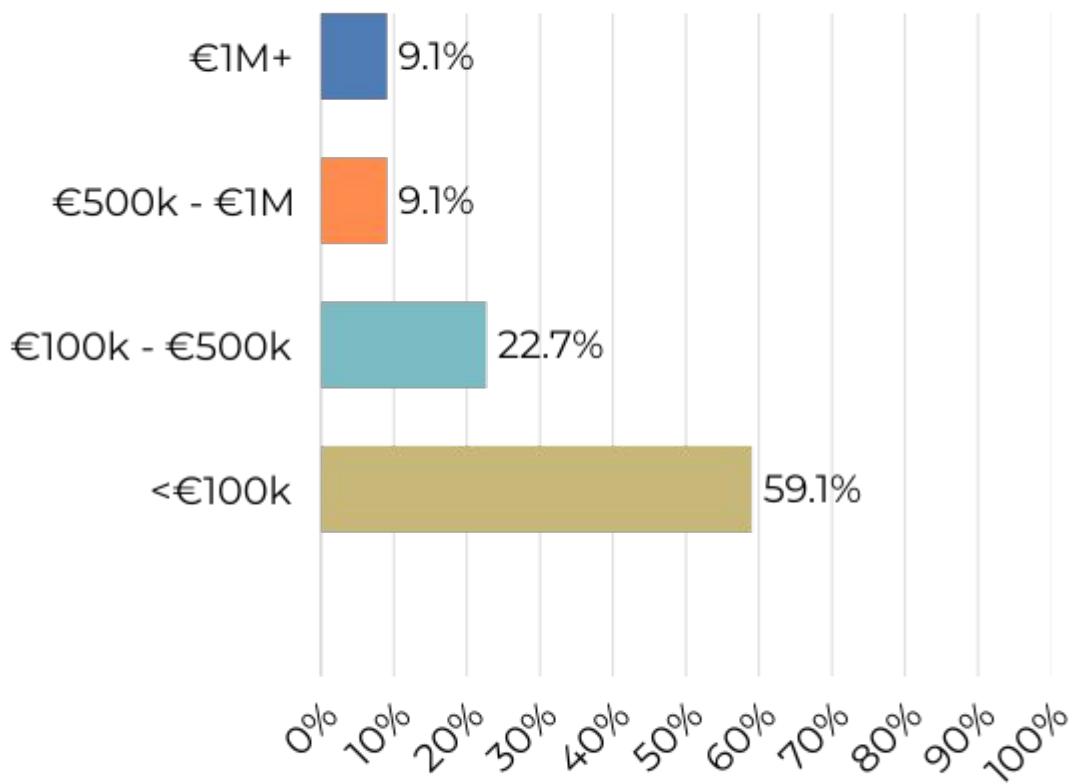


Investment in AI



Budget allocated towards AI projects

1. Approximate AI investment in the past 12 months:

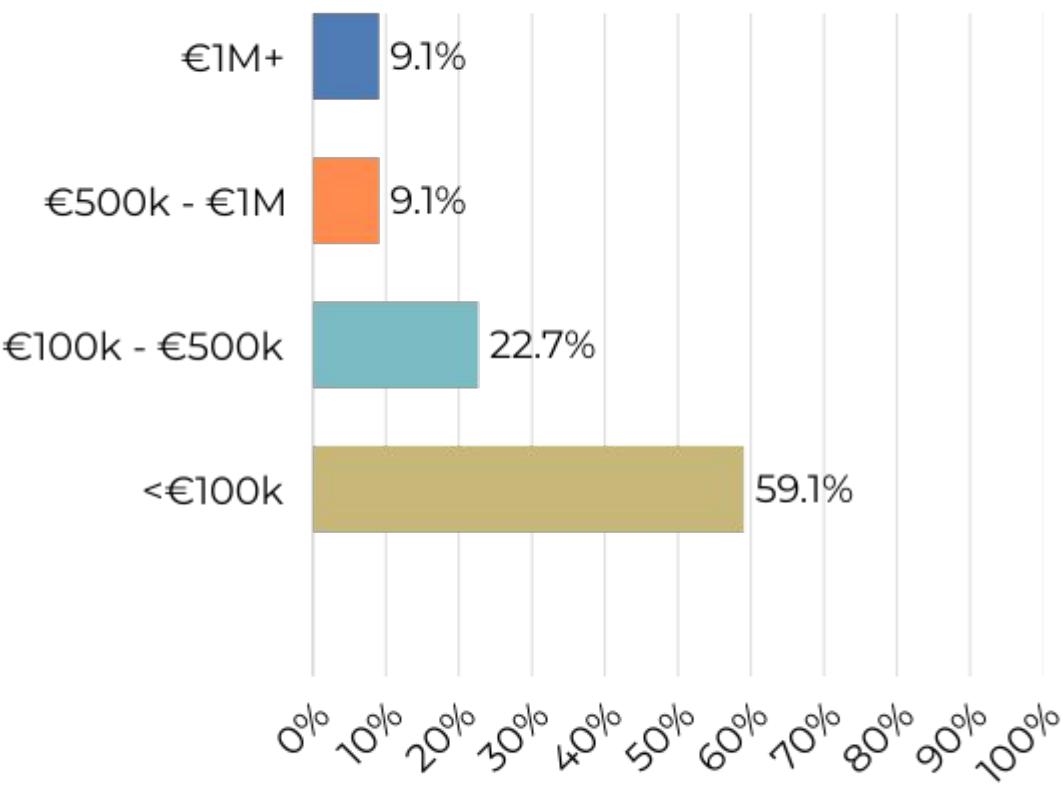


Investment in AI

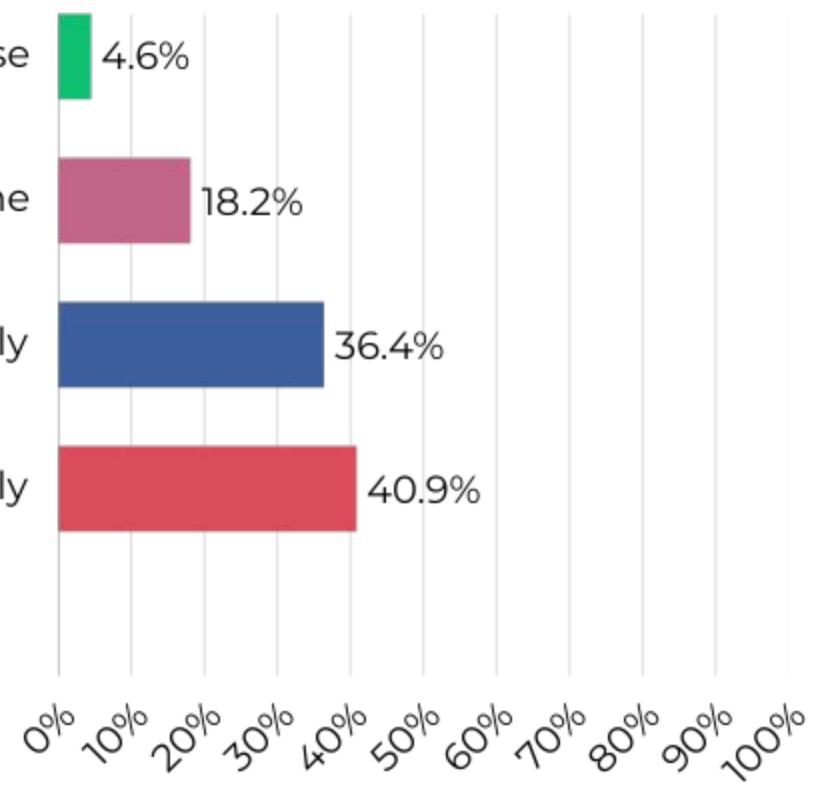


Budget allocated towards AI projects

1. Approximate AI investment in the past 12 months:



2. How do you expect your AI budget to change in the next 12 months?

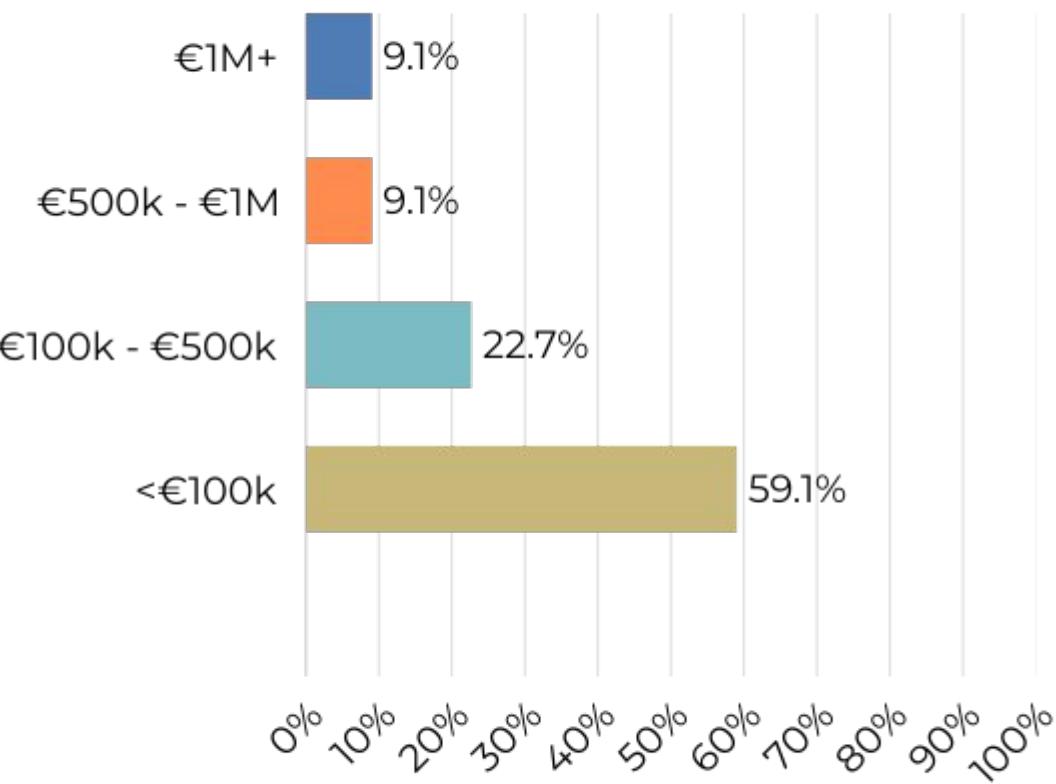


Investment in AI



Budget allocated towards AI projects

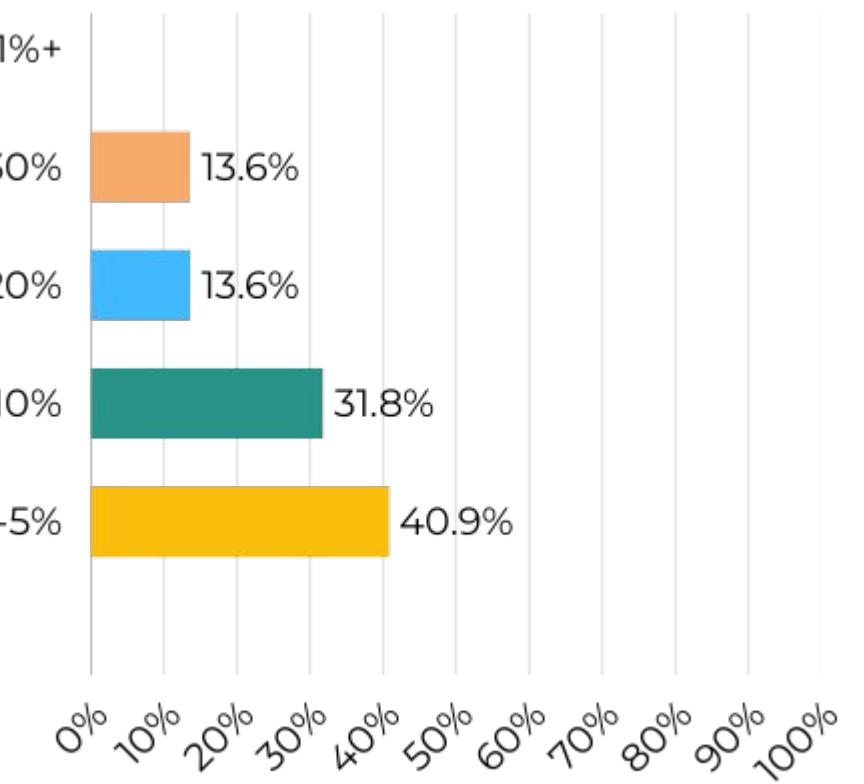
1. Approximate AI investment in the past 12 months:



2. How do you expect your AI budget to change in the next 12 months?



3. What % of your tech budget is allocated to AI initiatives?

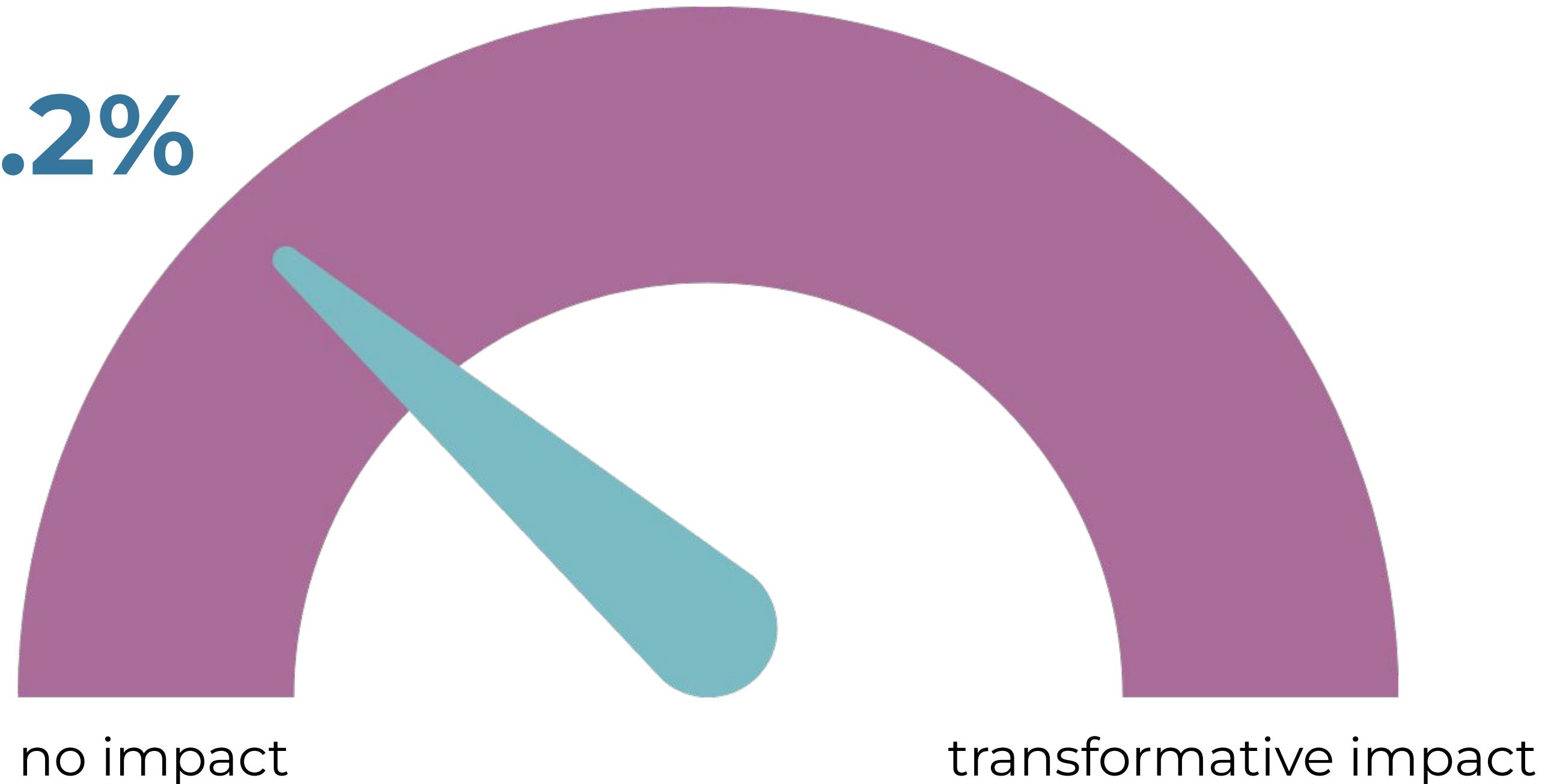


Impact & Results

DMA

How impactful has AI been on your business so far?

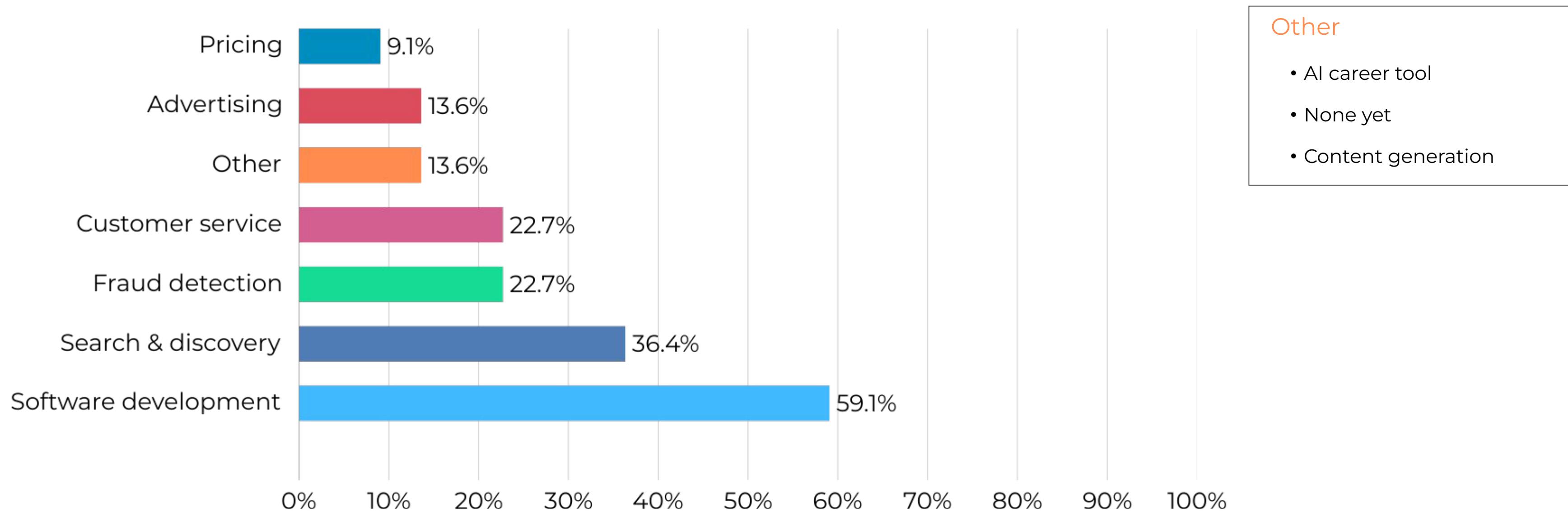
25.2%



Impact & Results



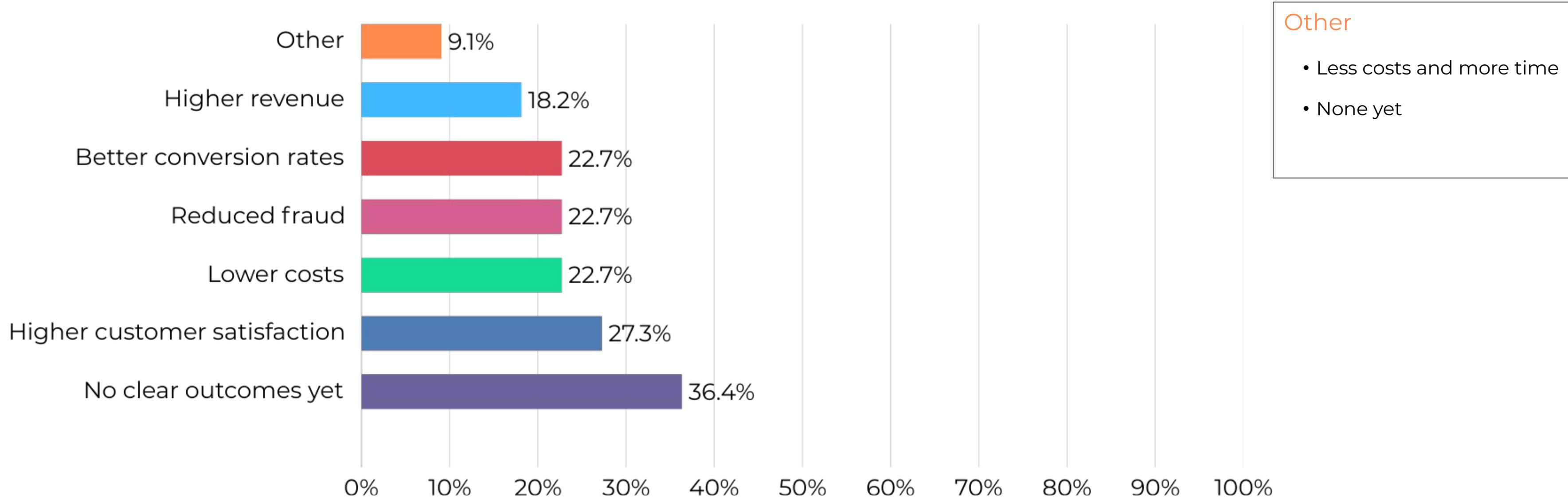
Which areas have shown the highest ROI?



Impact & Results



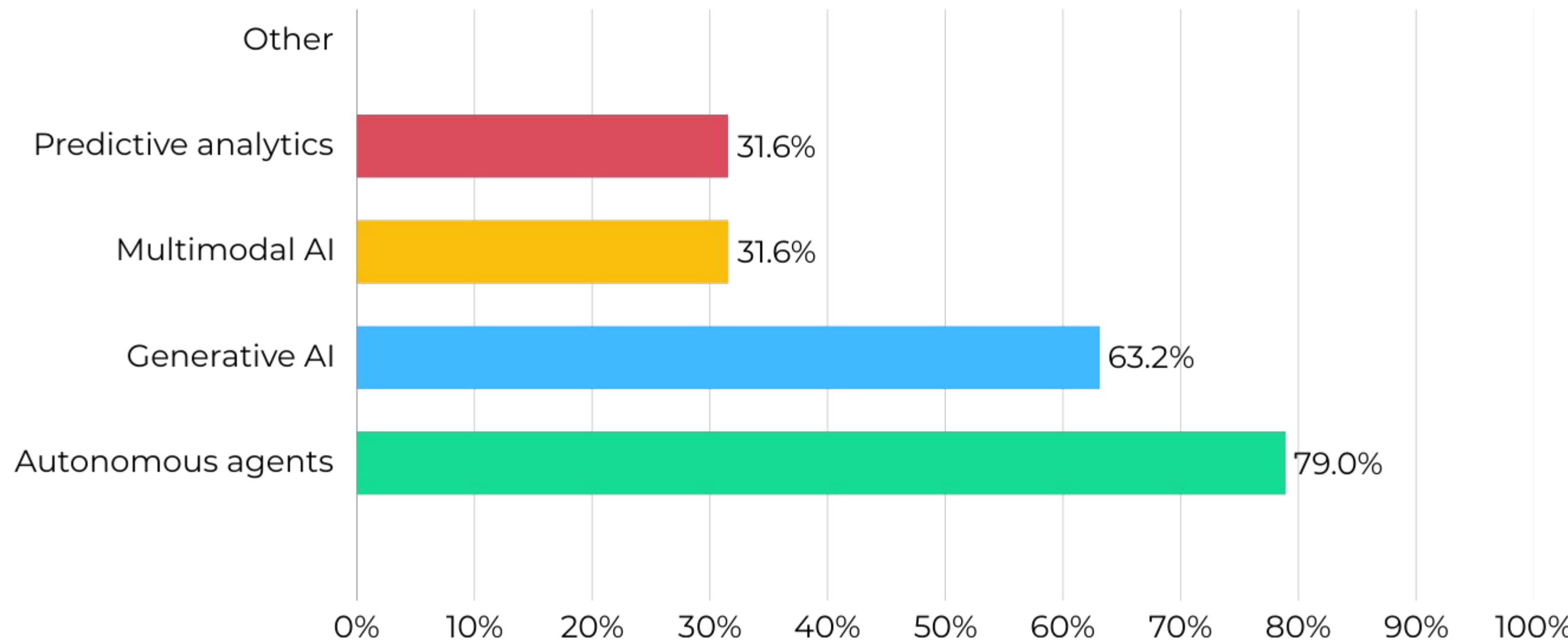
Have you seen measurable outcomes from AI adoption?



Impact & Results



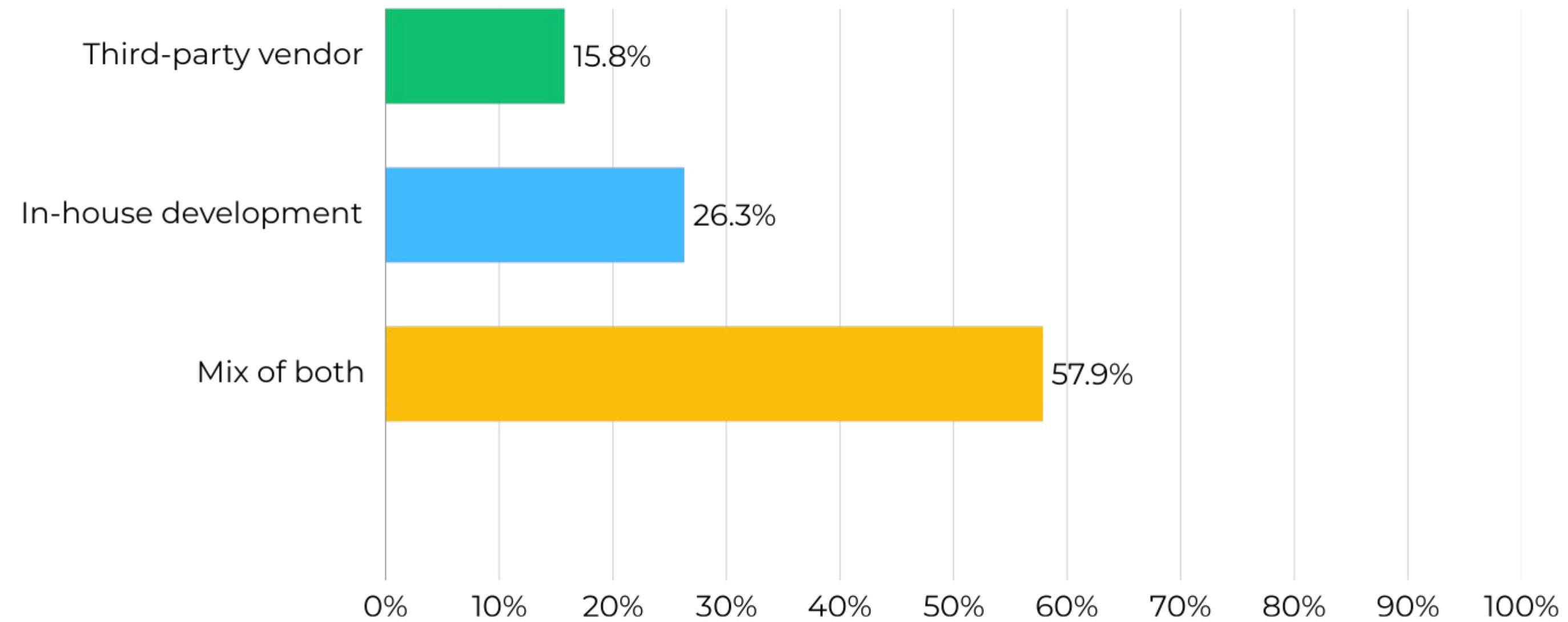
Which AI technologies are you most interested in for the next 2-3 years?



Impact & Results



For AI solutions, do you prefer:



Impact & Results



Which AI driven threat could be most critical in the near future of digital marketplaces?

Disintermediation by LLM Aggregators

The critical threat is AI/LLM providers skipping marketplaces entirely to become direct product or service aggregators.

Search Replacement

Conversational AI (like ChatGPT) may replace the marketplace's own search, filters, and visits, posting only a direct link to the final listing.

Reduced Marketplace Value

The overall need for and value of traditional portals will diminish as Generative AI and LLMs take over the user interaction.

Data Reliability Concerns

There are associated risks regarding the reliability of AI-generated data and content

Impact & Results



If you had unlimited resources for one project, in which one would you invest?

End-to-End Autonomous Agents

Building AI agents to fully automate complex cycles, from user acquisition/retention to property appraisal and closing.

In-House LLM Platform

Investing in a proprietary Large Language Model (LLM) and a robust platform to drive next-generation generative products.

Automated Back-End

Full automation of core operational pipelines like supplier/merchant acquisition, data enrichment, and fraud detection.

AI-First Product Experience

Developing advanced LLM-based products for search/recommendations, generative content, and voice chat with instant translation.

Key learnings

- **High Adoption, Early Maturity:** Over half of companies are already using AI, but adoption is still immature (average score of 2.46/10).
- **Strong Investment Trajectory:** Most companies are increasing their AI budget in the next year (77%), despite current investments being modest (59% under €100k).
- **Focus on Search & Discovery:** The top areas for current AI usage are Search & discovery (53.57%) and Recommendations (50.00%).
- **Key Goals:** UX and Cost Reduction: The primary goal is to improve user experience, while the main measurable outcome so far is lower costs.
- **Highest ROI in Software Development:** The areas showing the highest ROI are Software Development (59.09%) and Search & discovery (36.36%).
- **Main Challenges: Data Quality and Models:** The biggest hurdles to adoption are Data quality (43.48%) and the AI Model Quality (39.13%).
- **Future Focus: Agentic Commerce:** Companies are most interested in Autonomous agents (78.95%) and Generative AI (63.16%), while seeing "Agentic Commerce" as the biggest future threat.

Thank you
