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AI-Driven Business Processes Optimization in Event and Project Management

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Master in Business Administration

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BUSINESS
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Department of Marketing, Operations and General Management

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“Innovation is key to future success.
One way to know what the future holds is to create it yourself.
For an event planner, this means going out and creating the events of the future.
Be the first to try out new ideas. Be the first to test new ways of doing things.
Put simply - become an innovator!”

— Dowson, R., Albert, B., & Lomax, D. (2023).
Event Planning and Management: Principles, Planning and Practice. Kogan Page.

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Resumo

A indústria global de eventos cresce rapidamente, mas continua a enfrentar ineficiência, sobrecarga administrativa e burnout profissional. Esta dissertação analisa como a Inteligência Artificial (IA) e as tecnologias de otimização associadas podem apoiar os gestores de eventos e de projetos na melhoria dos processos empresariais e na redefinição dos seus papéis.

Com base numa revisão de literatura e num inquérito a profissionais do setor, o estudo avalia a relevância da Gestão de Processos de Negócio (BPM), da Automação de Processos (BPA) e da Automação Robótica de Processos (RPA) para a gestão de eventos. Considera os eventos como projetos temporários e limitados em recursos, revelando afinidades com as metodologias de gestão de projetos e oportunidades para aplicar o planeamento de ciclo de vida, estruturas de decomposição e gestão de risco e de stakeholders.

Os resultados indicam que os profissionais dependem sobretudo de ferramentas tradicionais, como Microsoft Office e Google Workspace, com reduzida utilização de aplicações de IA. Identificam o planeamento, o orçamento, a aquisição, a comunicação e o controlo de qualidade como áreas-chave para otimização, alertando para a automatização excessiva de aspetos criativos ou relacionais. As barreiras incluem restrições financeiras, falta de interoperabilidade, curvas de aprendizagem acentuadas e ceticismo quanto à fiabilidade e transparência da IA.

Conclui-se que a otimização orientada por IA pode reduzir a carga administrativa e permitir foco em tarefas de maior valor. O sucesso dependerá de ferramentas acessíveis, fiáveis e eticamente alinhadas que complementem a competência humana.

Palavras-chave: Inteligência Artificial; Gestão de Eventos; Otimização de Processos; Automação; Gestão de Projetos; Inovação Digital

Códigos JEL: O33; M15

Abstract

The global events industry is expanding rapidly yet continues to face inefficiency, administrative overload, and professional burnout. This thesis explores how Artificial Intelligence (AI) and related optimization technologies can support event and project managers in improving business processes and redefining their roles.

Through a literature review and an empirical survey of industry professionals, the study examines the relevance of Business Process Management (BPM), Business Process Automation (BPA), and Robotic Process Automation (RPA) for event management. It positions events as temporary, resource-bound projects that closely align with project management methodologies, revealing opportunities to adopt lifecycle planning, breakdown structures, and risk and stakeholder management practices.

Survey findings indicate that event professionals mainly rely on traditional tools such as Microsoft Office and Google Workspace, while advanced AI applications remain underused. Respondents identified scheduling, budgeting, procurement, communication, and quality control as key areas for optimization, but stressed caution in automating creative or relational processes. Barriers include financial constraints, limited interoperability, steep learning curves, and skepticism regarding AI transparency and reliability.

The research concludes that AI-driven optimization can reduce administrative burden, mitigate stress, and enable professionals to focus on strategy, creativity, and ethical oversight. Successful implementation depends on accessible, reliable, and ethically aligned tools that complement human expertise. The study contributes to discussions on digital transformation in events, emphasizing the gradual adoption of AI and suggesting future research in efficiency metrics, human-AI collaboration, and sustainability.

Keywords: Artificial Intelligence; Event Management; Process Optimization; Automation; Project Management; Digital Innovation

JEL Codes: O33; M15

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Glossary

ABPMS – AI-augmented Business Process Management Systems

AC – Actual Cost

ADM – Arrow Diagram Method

AI – Artificial Intelligence

AIG effect – Reputational backlash associated with perceived extravagance in event spending

AV – Audio-Visual

BPA – Business Process Automation

BPM – Business Process Management

BPO – Business Process Optimization

CMP-IS – Certified Meeting Professional – International Standards

CPM – Critical Path Method

CPI – Cost Performance Index

CRM – Customer Relationship Management

CV – Cost Variance

DMMs – Digital Maturity Frameworks

EM – Event Management

EMBOK – Event Management Body of Knowledge

EPP – Event Project Plan

EAC – Estimate at Completion

ERP – Enterprise Resource Planning

EV – Earned Value

EVA – Earned Value Analysis

GDPR – General Data Protection Regulation

HRM – Human Resource Management

ICT – Information and Communication Technology

IoT – Internet of Things

IT – Information Technology

OBS – Organisational Breakdown Structure

PBMOK – Project Management Body of Knowledge

PDM – Precedence Diagram Method

PM – Project Management

PMI – Project Management Institute

PV – Planned Value

Q – Question

RAM – Responsibility Assignment Matrix

RBS – Risk Breakdown Structure

RO – Research Objective

ROI – Return on Investment

RQ – Research Question

RPA – Robotic Process Automation

S – Section

SEMM – Sustainable Event Management Model

SPI – Schedule Performance Index

SV – Schedule Variance

TQM – Total Quality Management

TPM – Traditional Project Management

TRM – Task Responsibility Matrix

VAC – Variance at Completion

WBS – Work Breakdown Structure

1. Introduction

1.1. Research Context & Problem Statement

The global events industry, including business events, conventions, conferences, exhibitions, sports events, entertainment, and live performances, is currently valued at US$438.8 billion, with projections suggesting it could nearly double over the next ten years (PR Newswire, 2025; Mair, 2025). This rapid growth highlights the industry's economic significance and potential for expansion.

Despite this promising economic outlook, event management remains one of the most stressful professions worldwide. A study from the World Scholarship Vault has revealed that event management was ranked as the third most stressful occupation worldwide in 2023 (World Scholarship Vault, 2023). This high-stress level in the field is largely due to the diverse range of tasks and overhead administration that event producers must handle daily. The responsibilities of event manager range from scheduling and handling routine email correspondence to maintaining multiple spreadsheets for volunteer coordination, artist management, supplier negotiations, and logistics.

While these tasks are essential, the core issue lies in how they are often executed under time pressure and with fragmented attention, leading to inefficiencies. These inefficiencies not only inflate costs - often through overstaffing or duplicated efforts - but also significantly contribute to employee burnout and job dissatisfaction.

As the corporate event industry anticipates future growth, the necessity for sustainable event management practices becomes increasingly apparent, yet existing research indicates significant gaps in their implementation (Dounavi et al., 2022). This contradiction not only poses operational challenges but also raises concerns about the long-term environmental and social impact of events.

The strategic implementation of AI-powered tools offers promising potential to automate routine tasks, minimize administrative burden, and enable event producers to focus their energy on more meaningful, creative, and high-impact work.

1.2. Purpose of Study

This study aims to help optimizing core business processes in event management by integrating AI-driven tools and methodologies, such as Robotic Process Automation (RPA), Business Process Automation (BPA), and Business Process Management (BPM). It also seeks to bridge the gap between Event Management and Project Management by applying key project management concepts, such as lifecycle planning and work breakdown structures, to event workflows.

One of the aims with this research is to identify inefficiencies in tasks such as scheduling, budgeting, stakeholder communication, procurement, and quality control, and to develop a practical framework for leveraging AI in optimizing these areas. By doing so, this research aims to reduce administrative burden and burnout rates among event professionals, offering actionable insights and tools for more sustainable event production practices.

1.3. Research Objectives & Questions

To guide this research, one main objective is posed, which is divided into 5 specific objectives. There are one or a few research questions linked to each specific objective.

The research questions are addressed through a combination of literature review and practitioner survey, allowing for both theoretical exploration and practical validation.

The *main objective* is to evaluate how AI tools can enhance business process efficiency in Event and Project Management and to determine which tools are most suitable for optimizing specific workflows.

To reach my main objective I broke it down into the *specific objectives and research questions* and linked them to the specific chapter in this thesis, as shown in the Table 1.1 below:

Table 1.1 Alignment of Research Objectives, Research Questions, and Chapters *(self-constructed)*

	Research Objective		**Research Question**	**Chapter**
RO1	To determine which project management concepts can be adapted for application in event management.	RQ1	What distinctions and commonalities exist between the roles of Event Managers and Project Managers?	2.1. 2.2.

RO2	To evaluate the current use, effectiveness, and potential of digital and AI-powered optimization tools for enhancing key event and project management processes such as scheduling, budgeting, procurement, quality control, and stakeholder communication.	RQ2	Which processes in event management are most suitable for digital or AI-enhanced optimization? Should event professionals always aim for optimization?	2.3.
		RQ3	Which digital and AI-powered tools are currently used by event professionals for different processes, such as scheduling, gathering and dissemination of information among stakeholders, procurement, budgeting and financial tracking, quality control and feedback analysis?	2.4.
		RQ4	What challenges, limitations, or barriers do event professionals face when using these tools?	2.4. 4.1.
RO3	To explore how AI-driven optimization may redefine the roles, responsibilities, and time management strategies of event professionals.	RQ5	What potential new roles and competencies may emerge for Event Managers as a result of AI-driven business process optimization?	2.4. 4.5.
		RQ6	What features, improvements, or new AI capabilities do professionals wish to see in future event technology solutions?	2.4. 4.1.

2. Literature Review

For this literature review, 183 sources were screened: 62 were excluded early as irrelevant or outdated, 56 were closely reviewed but ultimately not cited, and 65 were closely reviewed and cited. The full composition of sources is provided in *Appendix E.*

2.1. Key Concepts in Event Management

2.1.1. Background, Definitions & Typologies

Event Studies has consolidated as a multidisciplinary, applied field that recognises events as complex undertakings requiring specialised planning and execution. Early treatments positioned events as ancillary to tourism, hospitality, leisure, or recreation, but contemporary literature emphasises professionalisation supported by frameworks and standards that embed project-management thinking across the event lifecycle (Getz & Page, 2023; Jones, 2017; Bowdin et al., 2023; Salama, 2021; Silvers, 2020). This maturation aligns with the expansion of academic programmes and certifications and with the adoption of lifecycle-oriented approaches that structure practice from initiation to closure.

Within this paradigm, events are framed as projects: temporary, goal-driven endeavours constrained by time and resources and delivered for identified stakeholders, consistent with the PMBOK definition of projects (PMI, 2021; Silvers, 2020). Subsequent authors describe events as non-routine, time-bound activities requiring structured planning, coordinated execution, and evaluation, which legitimises the use of artefacts such as the WBS, communication plans, cost strategies, and risk frameworks in event contexts (Mallen & Adams, 2024; Bladen et al., 2022; Papke-Shields & Boyer-Wright, 2017; O'Toole, 2000; Salama, 2021). This conceptual overlap reinforces competency development for event managers whose roles bridge creative and technical domains.

Typologies primarily clarify managerial complexity and inform tool choice. Format distinctions - in-person, virtual, and hybrid - reconfigure logistics, stakeholder communication, and evaluation without altering the underlying project character of events (Bowdin et al., 2023). Size classifications from local or community to hallmark and mega-events signal planning intensity, visibility, and resource demands, while content-based groupings (cultural, sporting, business/MICE) support strategic positioning and stakeholder mapping; boundaries increasingly blur with hybridisation and digital integration (Bowdin et al., 2023; Dowson et al.,

2023; PCMA, 2022). In this thesis, typologies are retained only insofar as they justify later choices of processes and optimisation tools.

2.1.2. Organisations, Roles & Functions

Event organisations are inherently dynamic, scaling from small core teams to expanded constellations of temporary staff, contractors, and volunteers as the event lifecycle peaks. This "pulsating" structure requires flexibility in coordinating specialist inputs over compressed timelines and under shifting constraints, distinguishing events from static corporate arrangements (Shone & Parry, 2019; Pielichaty et al., 2017; Dowson et al., 2023).

Stakeholder constellations typically centre on clients, organisers, and suppliers, with internal functions covering operations, visitor services, marketing, administration, and finance. As complexity grows, informal volunteer committees give way to more formal hierarchies and project-management systems, increasing the organiser's integrative role across multiple suppliers and subcontractors (Dowson et al., 2023; Bowdin et al., 2023; Shone & Parry, 2019).

Within this context, the event manager's role mirrors that of a project manager across the lifecycle: integrating strategy and design with logistics, finance, marketing, and risk, while maintaining a single, interlinked plan. In practice, the work breakdown structure underpins schedule, cost, and risk analysis, and cascades across the plan; timely updates and communication to maintain coherence among stakeholders (Salama, 2021; Dounavi et al., 2022; Bowdin et al., 2023; Dowson et al., 2023).

2.1.3. Core Business Processes in Event Management

Frameworks widely used in the field converge on similar functional areas while differing in emphasis and structure. The EMBOK model organises responsibilities into administration, design, marketing, operations, and risk within a lifecycle perspective (Silvers, 2020; Bowdin et al., 2023). CMP-IS specifies competency-based domains including strategic planning, project management, financial and human-resource management, stakeholder and site management, event design, risk, and marketing (Events Industry Council, 2023; Dounavi et al., 2022). SEMM overlays sustainability as an integrating principle across environmental, social, and economic dimensions (Salama, 2021).

For the purposes of this thesis, these frameworks are synthesised into a working set of core processes that will be referenced throughout: strategic and conceptual planning; design and

experience; operations and logistics; financial and resource management; marketing and communications; risk, safety, and compliance; and sustainability and legacy. (Silvers, 2020; Events Industry Council, 2023; Salama, 2021; Bowdin et al., 2023; Dounavi et al., 2022). A self-constructed detailed comparative table (Table 2.1) is provided here below and the original figures from Salama (2021) and Silvers (2020) can be found in the Appendix A and B.

Table 2.1 Comparative overview of EMBOK, CMP-IS, and SEMM *(self-constructed)*

Aspect	EMBOK (Event Management Body of Knowledge)	CMP-IS (Certified Meeting Professional – International Standards)	SEMM (Sustainable Event Management Model)
Primary Purpose	Provide a comprehensive project-based framework for event planning and execution.	Define professional competencies for meeting and event professionals, linked to certification.	Integrate sustainability principles into event management practices.
Main Domains	5 Domains: Administration, Design, Marketing, Operations, Risk.	9 Domains: Strategic Planning, Project Management, Risk Management, Financial Management, Human Resources, Stakeholder Management, Meeting/Event Design, Site Management, Marketing.	3 Pillars: Environmental Responsibility, Social Inclusivity, Economic Viability (applied across all processes).
Scope	Covers the full event lifecycle (initiation, planning, implementation, execution, closure).	Focuses on knowledge and skills applicable to a wide range of meeting and event formats.	Focuses on integrating sustainability into every stage of the event lifecycle.

Focus Orientation	Structural and process-oriented.	Competency and skill-oriented.	Values- and impact-oriented (triple bottom line).
Key Processes Emphasised	Financial management, HR, logistics, marketing, risk, compliance.	Stakeholder management, site management, project planning, financial and HR competencies.	Waste reduction, energy efficiency, community engagement, ethical procurement, accessibility.
Evaluation Criteria	Successful completion of event according to objectives, efficiency, and compliance.	Measurable competencies and ability to apply standards in professional practice.	Reduction of negative environmental impact, enhancement of social value, economic viability.
Cross-cutting Themes	Integration, stakeholder communication, continuous improvement.	Professional ethics, measurable performance standards.	Sustainability embedded in planning, delivery, and legacy.
Intended Users	Event managers, planners, project teams, educators.	Event professionals seeking CMP certification or professional development.	Event organisers, sustainability officers, policymakers, and communities.

2.2. Event Management and Project Management: Overlapping Strategies

Event projects combine fixed, compliance-bound activities with dynamic, creative work, which makes a single, rigid methodology unsuitable. The literature consequently supports a hybrid approach: Waterfall structures underpin contracts, permits, budget approvals, and other sequential tasks, while Agile and Scrum support iterative elements such as programme and campaign design; Lean/Kanban improves flow and visibility across parallel tracks (PMI, 2021; Kerzner, 2022; Salama, 2021). Tailoring - explicitly endorsed in the PMBOK Guide - encourages selecting methods and artefacts to fit project context rather than adhering to one-size-fits-all prescriptions (PMI, 2021; Kerzner, 2022).

Traditional or Waterfall life cycles remain foundational where deliverables follow predictable sequences. Here, the WBS decomposes scope and anchors scheduling, cost planning, and risk assessment; OBS and RAM/TRM clarify accountability; and network diagrams and Gantt charts provide control and progress visibility (PMI, 2021; Kerzner, 2022; Salama, 2021). Resource levelling and shuffling optimise constrained capacities, while Earned Value Analysis enables performance tracking against baselines, which is particularly important given the immovability of event dates (Kerzner, 2022; PMI, 2019/2021; Salama, 2021).

Agile and Scrum offer responsiveness where requirements evolve. Iterative sprints, frequent reviews, and daily stand-ups allow teams to prototype and adjust programme elements, vendor coordination, or marketing assets with continuous stakeholder feedback, reducing late-stage failure risks (PMI, 2021; Salama, 2021; Kerzner, 2022). Lean and Kanban complement these practices by visualising work, limiting work-in-progress, and exposing bottlenecks, which suits the multi-track nature of event production (Kerzner, 2022; Salama, 2021). Overall, method hybridisation reconciles control with creativity in live event contexts (Salama, 2021; Kerzner, 2022).

Project lifecycles in the PMBOK tradition - initiating, planning, executing, monitoring and controlling, and closing - are now framed as flexible, interacting domains rather than rigid stages, with tailoring recommended for context fit (PMI, 2021; Kerzner, 2022). Event lifecycles in EMBOK overlap but distinguish the short, high-intensity event phase, often treated separately due to its operational concentration. Research on corporate events further splits implementation into preparation/execution of plans and the event itself, a duality mirrored in event-specific WBS structures (Dounavi et al., 2022; PMI, 2021; Kerzner, 2022).

The project management plan integrates how the project will be executed, monitored, controlled, and closed; as a "living document," it evolves through trade-offs and resource reallocations to protect deadlines (PMI, 2021; Kerzner, 2022). In events, the Event Project Plan (EPP) adapts these principles to include stakeholder engagement, communication plans, configuration management, and knowledge capture, ensuring lifecycle coherence and operational readiness (PMI, 2021; Kerzner, 2022).

Planning artefacts operate as an interdependent chain. The WBS defines the "what," with work packages feeding schedule models, resource allocations, and cost estimates; the OBS and RAM/TRM attach ownership to work; and the RBS structures sources of uncertainty for proactive treatment (PMI, 2019/2021; Kerzner, 2022; Salama, 2021). Network diagrams derived from the WBS clarify dependencies and enable CPM/PERT analysis; CPM is salient in events because delays on the critical path directly imperil fixed event dates (Kerzner, 2022; Salama, 2021).

Scheduling translates static structures into executable time logic. Standard techniques - Gantt, milestones, and network-based methods - are complemented by event-specific instruments: production schedules for on-site logistics, detailed event programmes for the flow of sessions/performances, and resource smoothing across parallel operations (PMI, 2019; Dowson et al., 2023; Salama, 2021). Given the immovable event date, scheduling and risk management are tightly coupled; buffers, contingency funds, flexible crashing, reliable suppliers, rehearsals, and structured communication mitigate volatility across build, live, and strike windows (Dowson et al., 2023; Dounavi et al., 2022; Salama, 2021; Kerzner, 2022).

In sum, event projects benefit when methods are tailored and artefacts are used as a cohesive system rather than isolated tools. A hybrid lifecycle anchored by the EPP and supported by WBS→schedule→resource planning→EVA→risk analysis→stakeholder communication provides the necessary structure while preserving agility for creative and vendor-dependent components (PMI, 2021; Salama, 2021; Kerzner, 2022; Dowson et al., 2023).

2.3. Business Processes Optimization

Business process thinking provides a structured lens for improving performance in time-compressed, resource-constrained environments such as events. In this thesis, Business Process Management (BPM) is treated as the overarching management discipline that models, analyses, improves, and monitors organisational processes in support of strategic goals (Dumas et al., 2018). Business Process Improvement/Optimization (BPI/BPO) denotes the systematic enactment of those enhancements, aiming at greater effectiveness, efficiency, and adaptability (Harrington, 1991; Taulli, 2020). These layers are complemented by Business Process Automation (BPA), which implements end-to-end workflow automation, and Robotic Process Automation (RPA), which targets discrete, repetitive, rules-based tasks; recent AI capabilities extend RPA to unstructured data and recommendation tasks (Taulli, 2020; Ilieva & Nikolov, 2019; Anguelov, 2021).

Historically, BPM consolidated earlier improvement traditions such as TQM and Lean into a continuous, governance-oriented approach, often supported by software for modelling, measurement, and control (Dumas et al., 2018; Taulli, 2020). In practice, organisations deploy BPM as the strategic scaffold, pursue BPI/BPO to eliminate waste and bureaucracy, and apply BPA/RPA to operationalise gains where repeatability exists (Harrington, 1991; Taulli, 2020). Process mining augments this stack by analysing digital traces from ERP/CRM systems to reveal real execution paths, bottlenecks, and automation opportunities (Taulli, 2020).

For event and project management, these concepts are directly relevant because delivery depends on the coordination of interdependent activities under fixed dates and quality thresholds. EMBOK explicitly embeds continuous improvement across the lifecycle, while project-management standards advocate process-based planning, measurement, and learning (Silvers, 2020; PMI, 2021). In this study's framing, BPM provides structure for core processes (strategy/design, logistics, finance/resources, marketing/communications, risk/compliance, and sustainability), with BPA/RPA relieving routine administration in scheduling, budgeting, procurement, reporting, and stakeholder information flows (Silvers, 2020; PMI, 2021; Taulli, 2020).

The decision to optimise must balance potential gains with contextual realities. Optimisation is warranted where processes are stable enough to measure and improve outcomes, reduce resource consumption, shorten cycle times, and increase adaptability

(Harrington, 1991; Taulli, 2020). It also supports managerial visibility and faster decisions by clarifying workflows and metrics across planning, risk control, and resource allocation (Harrington, 1991; Prifti, 2022). However, automating poorly defined workflows magnifies inefficiency; sub-optimising local tasks can degrade end-to-end performance; and cost or capability constraints can erode benefits (Harrington, 1991; Taulli, 2020). These cautions are particularly salient for smaller event organisations with fragmented tool stacks and limited integration capacity.

In practical terms, this thesis adopts a layered approach: use BPM to define and govern the process architecture; apply BPI/BPO to target measurable issues; deploy BPA for repeatable workflows; and use RPA (increasingly AI-enabled) for high-volume, rule-based tasks, guided by process-mining insights about where automation is most effective (Dumas et al., 2018; Taulli, 2020; Ilieva & Nikolov, 2019; Anguelov, 2021). In events, this sequencing translates into tightening schedule logic and hand-offs, standardising budget controls, streamlining procurement and vendor documentation, and systematising feedback/evaluation pipelines - while preserving creative and relational work as human-led.

Finally, continuous improvement is not a one-off intervention but an ongoing posture: processes either improve or deteriorate over time, especially under deadline pressure and staff turnover. The combined literature on BPM/BPO, automation, and process mining positions incremental, measured adoption as the most feasible route for event teams, aligning local efficiencies with overall delivery quality and stakeholder experience (Harrington, 1991; Taulli, 2020).

2.4. Digital Transformation and The Role of AI in Optimizing Business Processes

2.4.1. Digital Maturity & Automation in Event Management

Digital transformation in events refers to the strategic integration of digital technologies that alter processes, stakeholder interactions, and value creation, with digital maturity describing the extent to which organisations embed these capabilities (Gill & VanBoskirk, 2016; Westerman et al., 2014). The field remains an uneven adopter relative to manufacturing and IT, with "Events 4.0" still largely aspirational; empirical work shows many organisers equate digitalisation with ticketing or check-ins rather than integrated, intelligent systems (Ryan et al., 2019; Romanova & Shvalev, 2024).

Event-specific maturity models are emerging. Romanova and Shvalev (2024) outline a staged path from basic tool adoption to integration and, ultimately, optimisation, yet most organisations remain early in this trajectory. Barriers include fragmented tool stacks, data quality issues, skills and budget constraints, and limited sectoral guidance, reinforcing incremental, context-dependent adoption rather than systemic change (Ryan et al., 2019; Romanova & Shvalev, 2024).

Process enhancement becomes tangible where digitalisation and automation reshape workflows. Automating repetitive administration (e.g., registration, communications, data entry) reduces error and frees capacity for creative and strategic tasks, while dashboards and integrated platforms improve monitoring of budgets, resources, and schedules in line with continuous-improvement principles (Silvers, 2020; Kerzner, 2022; Romanova & Shvalev, 2024). Predictive analytics and real-time control help anticipate risks and adjust operations under time pressure (Miklosik et al., 2019).

Digitalisation also strengthens knowledge management and multi-stakeholder coordination via cloud collaboration and standardised information flows, mitigating fragmentation in hybrid and distributed teams (Doolin & Lowe, 2002; Camilleri, 2019). Sustainability gains accompany automation through reduced paper use, waste minimisation, and more efficient logistics and resource allocation, linking operational efficiency with environmental and social objectives (Afanasev et al., 2018; Taulli, 2020; Chowdhury, 2024; Salama, 2021).

Despite recognised benefits - efficiency, real-time data capture, and more personalised interactions - the sector's maturity remains partial and uneven. Advancing beyond superficial

adoption requires event-specific frameworks, stronger data infrastructures, and attention to ethical, cultural, and security dimensions, including gaps in cybersecurity practices compared with other industries (Ryan et al., 2019; Romanova & Shvalev, 2024; Bongiovanni et al., 2024; Chowdhury, 2024).

2.4.2. Artificial Intelligence as a Paradigm Shift: What Changes, What Stays Human

Artificial intelligence marks a qualitative shift beyond rule-based automation by introducing learning, prediction, and adaptive optimisation for data-intensive, interdependent projects (Prifti, 2022; Diao, 2024; Tominc et al., 2024). In events, AI addresses complexity by extracting patterns from historical and live data to support evidence-based decisions under fixed deadlines and uncertain conditions (PMI, 2019; Georgiev et al., 2024; Hashfi & Raharjo, 2023).

Applications cluster around resource allocation, scheduling, stakeholder engagement, supply-chain/logistics, and risk mitigation. Studies report AI-assisted portfolio and resource planning, dynamic staffing and space allocation, agenda generation under constraints, and anomaly detection in financial flows, often via ERP-integrated solutions (Auth et al., 2021; Prifti, 2022; Anguelov, 2021; Bharadiya, 2023; Chowdhury, 2024; Vaghasiya & Jawdekar, 2025; Kumari et al., 2025). These capabilities improve adherence to deadlines and support scalable operations while reducing rework.

Managerial roles evolve accordingly. Event managers increasingly interpret AI outputs, arbitrate trade-offs, and steward ethics, rather than solely orchestrating manual coordination. However, persistent barriers - organisational readiness, cost, data quality, user trust, and skills - temper adoption, and ethical/legal risks around privacy, bias, and cybersecurity remain salient in high-trust, participant-centric environments (Romanova & Shvalev, 2024; Chowdhury, 2024; Dinç et al., 2025; Bongiovanni et al., 2024; Hashfi & Raharjo, 2023).

A central caution concerns the socio-cultural character of events. AI excels where processes are quantifiable, yet it may struggle to capture symbolic, experiential, and emotional dimensions, risking over-technification if deployed uncritically (Shelginskaya, 2022). Consequently, the literature converges on human-in-the-loop governance: incremental AI adoption that complements, rather than replaces, creative intent, on-site judgment, and relational work, supported by sector-specific frameworks aligning technical, ethical, and cultural considerations (Tominc et al., 2024; de Jong, 2024; Salama, 2021).

2.4.3. Synthesis and Research gaps

Digital transformation in events remains uneven: most organisations adopt discrete tools rather than integrated systems, advancing incrementally due to interoperability limits, data quality issues, cost, skills, and sector-specific guidance gaps (Ryan et al., 2019; Romanova & Shvalev, 2024). Where adoption succeeds, automation relieves routine administration and supports real-time control, but sustained value depends on governance, continuous improvement, and reliable data infrastructures (Silvers, 2020; Kerzner, 2022; Miklosik et al., 2019). In parallel, AI introduces learning and prediction across scheduling, resource allocation, communications, and evaluation, yet raises concerns about trust, transparency, and cybersecurity in participant-centric contexts (Prifti, 2022; Bongiovanni et al., 2024; Chowdhury, 2024).

The literature converges on a human-in-the-loop stance: AI and automation should complement - rather than replace - creative intent, on-site judgement, and ethical stewardship, particularly given events' symbolic and experiential character (Shelginskaya, 2022; Salama, 2021). However, empirical, event-specific evaluations of AI/BPM/BPA/RPA remain scarce: studies frequently abstract from other sectors, provide vendor-centric exemplars, or stop at conceptual maturity models without process-level evidence, measurement protocols, or governance templates tailored to event lifecycles (Romanova & Shvalev, 2024; Prifti, 2022). Related gaps include limited analyses of workflow visualisation and control practices (e.g., Kanban, process mining) in event delivery, and insufficient guidance on integrating sustainability metrics into automated pipelines (PMI, 2021; Taulli, 2020; Salama, 2021).

This thesis addresses these gaps by mapping optimisation opportunities to core event processes; documenting current tool usage, barriers, and desired features among practitioners; and articulating a pragmatic pathway for incremental adoption that preserves human authority over creative, ethical, and high-stakes decisions. The contribution lies in translating general BPM/AI principles into event-specific process guidance and measurement priorities, thereby operationalising digital transformation for organisations with constrained resources and pulsating teams (Silvers, 2020; PMI, 2021; Salama, 2021).

3. Methodology

1.3. Conceptual Framework

In pursuit of the research objectives and to address the central research questions, this study is structured around four overarching topics: Event Management, Project Management, Business Process Optimization, and Artificial Intelligence (AI). These key topics form the conceptual foundation of the research and are examined through various subtopics throughout the study.

The research process follows a structured, step-by-step framework outlined below:

Step 1: The study begins with an exploration of fundamental concepts in Event Management and Project Management, establishing a theoretical basis for the research.

Step 2: The commonalities between Event Management and Project Management are identified, with particular attention to Project Management principles that may be applicable within the context of Event Management.

Step 3: A detailed review of business processes typically involved in Event and Project Management is conducted. These processes are categorised to support later stages of analysis.

Step 4: Within the theme of Business Process Optimization, distinctions are drawn between Robotic Process Automation (RPA), Business Process Automation (BPA), and Business Process Management (BPM). These concerpts are analysed for their potential application in streamlining processes in both Event and Project Management.

Step 5: The study explores the role of Digital Tools and Artificial Intelligence and their contribution to optimising business processes, particularly within the context of event planning.

Step 6: A survey is developed and distributed to professionals and organisations in event and project management, aiming to collect data on current approaches to process optimisation and the use of digital tools and AI technologies.

Step 7: Based on the data gathered in Step 6 and the business processes identified in Step 3, selected AI tools are mapped and linked to specific business processes. This provides a panoramic view of the tools currently utilised across the industry and highlights areas of concentrated or limited adoption of AI tools.

Step 8: Finally, the study outlines the evolving role and competencies required of event managers in the context of rapid AI growth, identifies opportunities for developing new digital and AI tools, and provides recommendations for enhancing existing solutions based on the findings.

This structured conceptual framework provides a logical progression for the research, ensuring a clear link between theory, data collection, and practical application. It supports a comprehensive and methodical exploration of how digital tools and AI can contribute to optimising processes in event and project management.

3.2. Research Design

This study adopts an inductive research approach to explore the potential of AI tools in optimising event management processes. The inductive nature of the research is chosen to enable the development of insights and theories grounded in the collected data, while maintaining an exploratory focus to uncover new understandings in this emerging field.

While the research design incorporates elements of mixed methods, the emphasis is placed on qualitative data collection through open-ended survey questions. Limited quantitative elements are included within the same survey to support basic statistical analysis and identify broader patterns. This combined approach enables the collection of both contextual insights and measurable data points.

The survey is distributed to a targeted sample of professionals in event and project management, as well as representatives from event management companies. Participants are selected based on their hands-on experience in planning and executing events, ensuring that the data reflects practical, real-world applications and challenges.

Qualitative responses are analysed thematically to identify recurring themes, perspectives, and insights. Quantitative data, where applicable, is examined using descriptive statistical methods to support and contextualise the qualitative findings. Finally, the results are compared with existing literature to identify consistencies, gaps, and opportunities, enabling the development of grounded conclusions and actionable recommendations regarding the integration of AI in event management.

3.3. Research Tools and Instruments

The tools utilized at various stages of the research include: Planning: Google Sheets, Excel; Referencing: Zotero; APA referencing system; Literature Identification Sources: Scopus; Web of Science; Google Scholar Searches; B-on; Elicit; Research Gate; Survey Execution: Qualtrics; Execution: Word, Excel, PowerPoint; Notebook LM

3.4. Data Collection Methods

3.4.1. Survey Design & Questions

To examine how event industry professionals currently use digital and AI-powered tools in their workflows, I designed an online survey using Qualtrics. The survey was titled *"Digital Practices in Event Planning"* and served as the primary instrument for collecting quantitative and qualitative data for this research.

The survey consisted of six thematic sections with a total of 18 questions:

Section 1 (5 questions). Background Information: gathered demographic and professional data (e.g., current role, responsibilities, event types, number of events organized annually, and team size).

Section 2 (3 questions). Digital & AI Tool Usage: identified which processes respondents use digital tools for, the specific platforms applied, and whether AI-enabled features are in use.

Section 3 (5 questions). Tool Evaluation: measured satisfaction with tools on a 5-point Likert scale, identified the most helpful platforms, explored perceived efficiency gains or complexities, and assessed challenges and concerns (e.g., interoperability, data privacy, accuracy).

Section 4 (2 questions). Aspirations & Future Needs: collected open-ended input on desired automation, unmet needs, and missing tool features.

Section 5 (1 question). Evolving Roles and Human Competencies: explored perceptions of which human skills will remain essential as AI adoption grows.

Section 6 (2 questions). Final Comments: provided space for additional reflections and allowed respondents to opt in to receive the final thesis.

The survey combined closed-ended multiple-choice questions, Likert scale ratings, and open-ended questions. This mixed-methods approach ensured both measurable data for quantitative analysis and a qualitative insights. To minimize respondent fatigue, the survey was kept concise, with an estimated completion time of 8-10 minutes. The design included skip logic and conditional display (e.g., tool satisfaction questions were only shown if a respondent indicated they used tools in a given process), ensuring relevance and tailoring the flow to individual responses. Table 3.1 shows a structured overview of how the survey was designed to address the research questions.

Table 3.1 Matrix of Survey Questions, linked to Research Questions *(self-constructed)*

Survey Question	Question Type	Mandatory/Optional	Linked Research Question(s)
Section 1 – Background Information			
Q1. Current role/function	Multiple choice (multi-select)	Mandatory	RQ1
Q2. Main responsibilities	Multiple choice (multi-select)	Mandatory	RQ1
Q3. Types of events organized	Multiple choice (multi-select)	Mandatory	RQ1, RQ2
Q4. Number of events per year	Multiple choice (single-select)	Mandatory	RQ1, RQ2
Q5. Typical team size	Multiple choice (single-select)	Mandatory	RQ1
Section 2 – Digital & AI Tool Usage			
Q1. Processes where digital tools are used	Multiple choice (multi-select)	Mandatory	RQ2
Q2. Specific tools/platforms used	Open-ended (text entry, conditional)	Optional (open text)	RQ3
Q3. Use of AI features	Multiple choice (single-select)	Mandatory	RQ2, RQ3
Section 3 – Tool Evaluation			
Q1. Satisfaction with tools (per process, Likert scale)	Likert scale (1–5)	Mandatory	RQ2, RQ3
Q2. Most helpful tools (open text)	Open-ended (text entry)	Optional	RQ3
Q3. Time savings vs. added complexity	Multiple choice (single-select)	Mandatory	RQ2, RQ4
Q4. Challenges in using tools	Multiple choice (multi-select + open "Other")	Mandatory	RQ4
Q5. Concerns regarding AI tools	Multiple choice (single-select + open "Other")	Mandatory	RQ4
Section 4 – Aspirations & Future Needs			
Q1. Tasks to automate/simplify/delegate (open text)	Open-ended (text entry)	Optional	RQ2, RQ6
Q2. Missing features or unmet needs (open text)	Open-ended (text entry)	Optional	RQ6

Section 5 – Evolving Roles & Human Competencies			
Q1. Human skills that remain essential	Multiple choice (multi-select + open "Other")	Mandatory	RQ5
Section 6 – Final Comments			
Q1. Final reflections/feedback (open text)	Open-ended (text entry)	Optional	Not linked (administrative)
Q2. Willingness to receive thesis copy (email)	Open-ended (email field)	Optional	Not linked (administrative)

Confidentiality was emphasized to encourage honest participation: all responses were collected anonymously and used exclusively for academic purposes. The survey was initially open from July 29 to September 8, 2025, but since the desired number of responses was not reached within this period, it was extended for two additional weeks, closing on September 22, 2025.

The survey was distributed via Facebook and LinkedIn professional groups, including *Event Production Professionals* (18.8k members), *Event Organisers and Event Planners* (16.5k), *Virtual, Hybrid and In-person Event Technology* (28.5k), and *Survey Exchange by SurveyCircle.com* (28.5k). In addition, it was circulated through targeted professional networks and workgroups. To increase response quality, 26 professionals within my direct network were contacted personally through WhatsApp and email. Leveraging over five years of professional experience and contacts across the Netherlands, Latvia, and Portugal, I aimed to recruit a minimum of 40 and a maximum of 60 respondents. Although only about half of this target was achieved and I've only reached 28 respondents, the responses were of high quality due to careful targeting.

The target population comprised event professionals globally, irrespective of geographic location.Prior to launch, the survey was pilot tested with two experienced professionals in the events industry. Their feedback helped refine the instrument, omit unclarities and ensured greater precision in the final survey.

4. Results and Discussion

4.1. Survey Findings

4.1.1. Background Information & Respondent profile

Respondents are predominantly hands-on managers in small teams delivering arts and festival programming at moderate to high throughput - conditions that heighten pressure on scheduling, communication, and budgeting. Below I've created the detailed overview of responses to each question.

Q1: **What is your current role/function in the event industry?**

Most respondents are operational leaders: 16/28 identify as Event Producers or Project Managers; 5/28 are Event/Festival Directors.

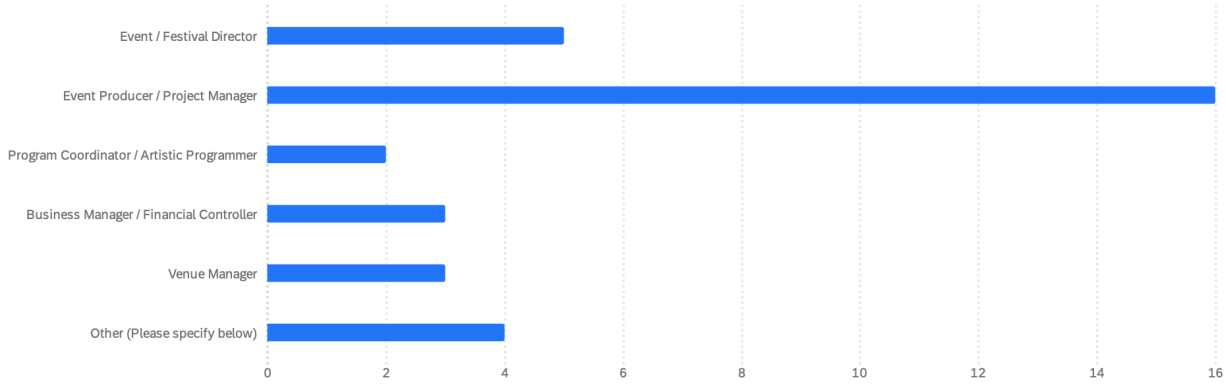

Figure 4.1 Overview of survey responses to S1, Q1: "What is your current role or function in the event industry?" *(extracted from Qualtrics)*

Specification of other responses: Musician, Planner, Head of Production, Venue Sourcing Manager

Q2: **What are your main responsibilities?**

Core responsibilities of the respondents cluster around Planning/Scheduling, Team Management, Production/Logistics, Budgeting/Finance, Supplier Management, and Programming/Artistic activities.

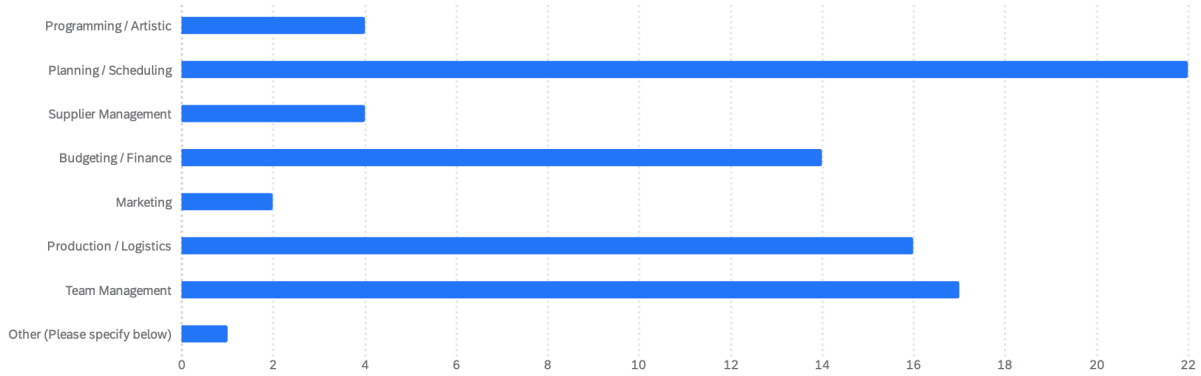

Figure 4.2 Overview of survey responses to S1, Q2: "What are your main responsibilities?" *(extracted from Qualtrics)*

Q3 **What types of events do you organize/coordinate?**

The majority of respondents work in Cultural/Music/Arts (n=21), followed by Festivals/Large-scale public (n=11) and Corporate/Conferences/Seminars (n=9).

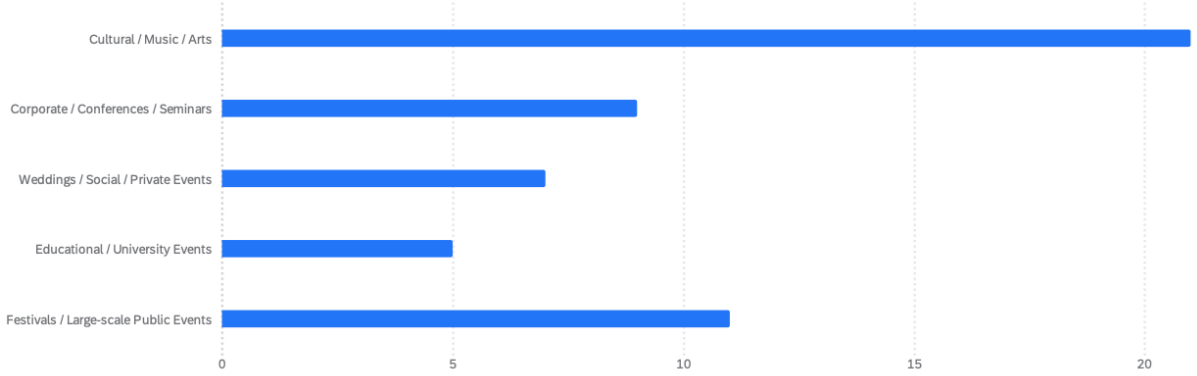

Figure 4.3 Overview of survey responses to S1, Q3: "What types of events do you organize/coordinate?" *(extracted from Qualtrics)*

Q4 **How many events do you organize/coordinate annually, on average?**

The majority of respondents organize 4–10 events/year (n=9); 6 respondents organize 21–50 events, and 4 exceed 50 per year.

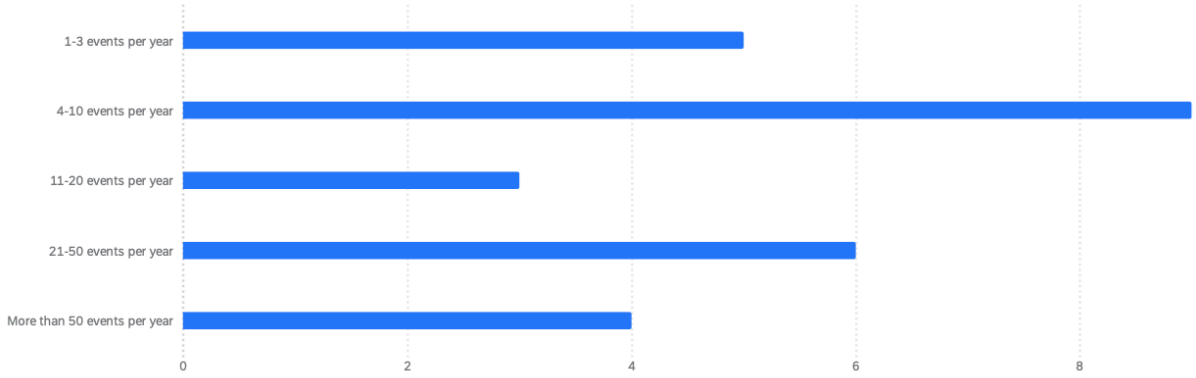

Figure 4.4 Overview of survey responses to S1, Q4: "How many events do you organize/coordinate annually?" *(extracted from Qualtrics)*

Q5 **How large is your typical team?**

Most work in small teams (2–5 people, n=14); 6 work in teams of 6–15 people; 5 in >15; 2 work solo. This small-team profile helps explain later pain points around capacity and coordination.

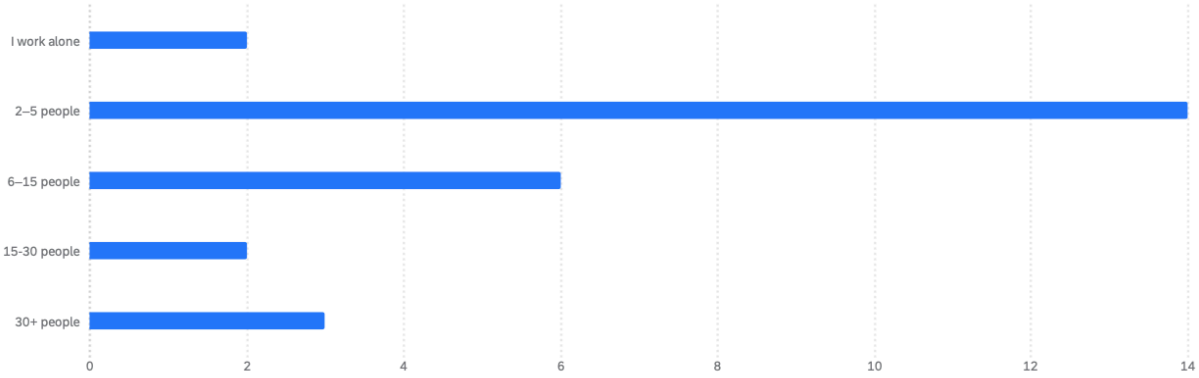

Figure 4.5 Overview of survey responses to S1, Q5: "How large is your typical team?" *(extracted from Qualtrics)*

4.1.2. Digital & AI Tool Usage

The survey results reveal that Excel and Google Sheets anchor nearly every workflow, while specialist point solutions fill gaps for specific tasks. Integration between these tools is limited, and communication spans multiple channels, which facilitates conditions that create duplication, misalignment, and last-minute friction.

This data suggests a fragmented digital ecosystem with spreadsheets at its core, supplemented by multiple communication and specialist tools. AI adoption is emerging but

uneven, with many respondents either unaware of AI features or relying only lightly on them. The fragmentation and manual coordination implied by these patterns point to opportunities for integrated solutions and AI-assisted workflows. Below I've created the detailed overview of responses to each question.

Q1 **Which of the following processes do you use digital tools for?**

Most respondents report using digital tools for Scheduling, Budgeting/Financial tracking, Communication/Stakeholder updates, Feedback collection and evaluation, and Marketing/Promotion. Fewer respondents use tools for Procurement and Other processes, though several respondents pointed to additional areas such as Administration/Invoices, Fundraising, and Program making.

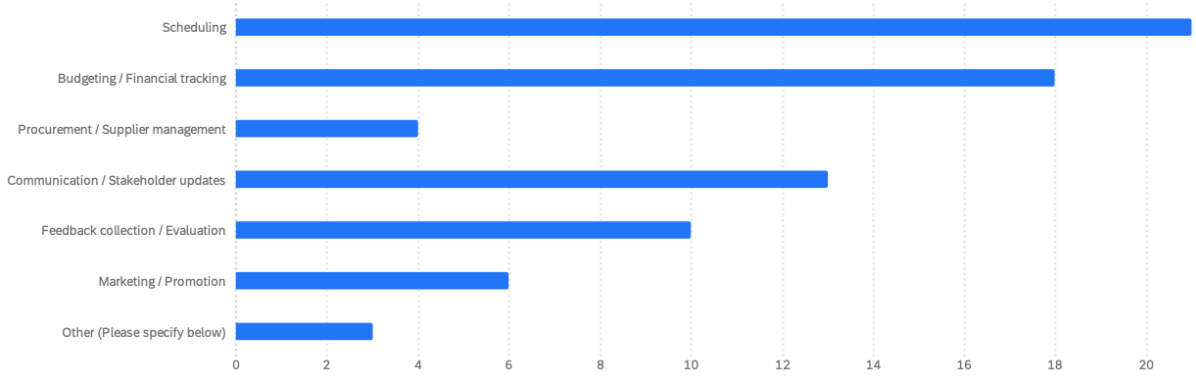

Figure 4.6 Overview of survey responses to S2, Q1: "Which of the following processes do you use digital tools for?" *(extracted from Qualtrics)*

Specification of other responses: Administration/Invoices, Fundraising, Program making

Q2 **Which digital tools or platforms do you use for the following processes?**

The majority of respondents reported that they use spreadsheets (Excel, Google Sheets) as the main tool and some additional specialist tools around them:

Table 4.1 Overview of survey responses to S2, Q2: "Which digital tools or platforms do you use for the following processes?" *(self-constructed)*

Process	Tools Used by the Survey Respondents
Scheduling	Asimut, Excel, Stager, Teams, Doodle, OPAS, OPAS Next, Crosmarx, Google Sheets, Trello, Yesplan
Budgeting / Financial Tracking	Excel, Harvest, Skynova, OPAS, XL Reporting, Sage, Google Sheets, Salesforce, Visma Finance products
Procurement / Supplier Mgmt	OPAS, OPAS Next, Excel, Google Sheets
Communication / Stakeholder Updates	SharePoint, Outlook, Google Email, WhatsApp, MS Outlook, Intranet, Trello, Teams, Google Docs, Autocrat plug-in, ChatGPT (for edits), Mailchimp
Feedback Collection / Evaluation	Google Forms, MS Forms
Marketing / Promotion	Mailchimp, Social Media (Facebook, Instagram, Meta), Rapidmail, Link Tracking
Other Processes	Autocrat merge plug-in, ChatGPT (text editing), AI (DeepSeek, Claude), Cvent, Figma, Crossmarx

Q3 **Do any of your tools include AI features (e.g. automation, content generation, predictions)?**

When asked whether their tools include AI functionality (e.g., automation, content generation, or predictions), 10 respondents reported using no AI features at all; 8 respondents use a few tools with AI features; 4 respondents use several tools with AI features; 3 respondents were unsure whether their tools include AI.

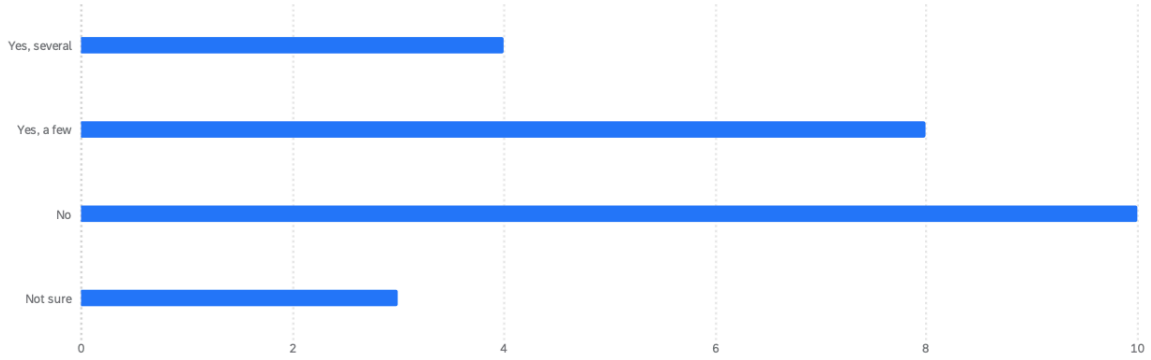

Figure 4.7 Overview of survey responses to S2, Q3: "Do any of your tools include AI features (e.g. automation, content generation, predictions?" *(extracted from Qualtrics)*

4.1.3. Tool Evaluation

Spreadsheets remain the de facto "operating system" for events work because they are flexible, ubiquitous, and team-agnostic. The second-place rise of AI suggests growing reliance on text generation/cleanup, templated communication, and lightweight automation-especially in understaffed contexts.

Q1 **On a scale from 1 to 5, how satisfied are you with the tools you currently use for the following processes..**

On a 1–5 satisfaction scale, none of the respondents reported dissatisfaction (scores below 3). The lowest rating observed was neutral (3/5). Most respondents rated their tools 4 or 5, indicating they are satisfied or very satisfied with their current solutions across scheduling, budgeting, procurement, communication, feedback collection, marketing, and overall use.

Tool Satisfaction by Process (1 - Not Satisfied; 5 - Satisfied)	1	2	3	4	5
Scheduling	0	1	8	8	2
Budgeting / Financial tracking	0	2	5	5	4
Procurement / Supplier management	0	1	0	3	0
Communication / Stakeholder updates	0	1	7	3	0
Feedback collection / Evaluation	0	0	2	7	0
Marketing / Promotion	0	0	2	3	0
Other	0	0	2	1	0
Overall satisfaction with the tools you use	0	1	11	11	0

Figure 4.8 Overview of survey responses to S3, Q1: "On a scale from 1 to 5, how satisfied are you with the tools you currently use for the following processes.." *(extracted from Qualtrics)*

Q2 **Which tool has been the most helpful in your work?**

When asked which tool helps most, respondents overwhelmingly cite Excel/Google Sheets/Docs (9 mentions), followed by AI tools (ChatGPT/DeepSeek/Claude) (5); Trello (2), Teams (2), and Salesforce (2) also recur; all others are singletons.

Table 4.2 Overview of survey responses to S3, Q2: "Which tool has been the most helpful in your work?" *(self-constructed)*

Tool	**Mentions**
Excel (incl. Google Sheets/Docs)	9
ChatGPT / AI (incl. DeepSeek, Claude)	5
Trello	2
Teams	2
Salesforce	2
Stager	1
Social Media / Invoices	1
A1	1

Google Sheets/Docs + Autocrat plug-in (as a combined workflow)	1
Several Visma finance products	1
Cvent	1
Figma	1
Still looking (no clear tool)	1

Q3 **Have digital or AI tools saved you time, or added complexity?**

The majority of respondents reported that digital or AI tools saved their time, 8 respondents indicated mixed experience.

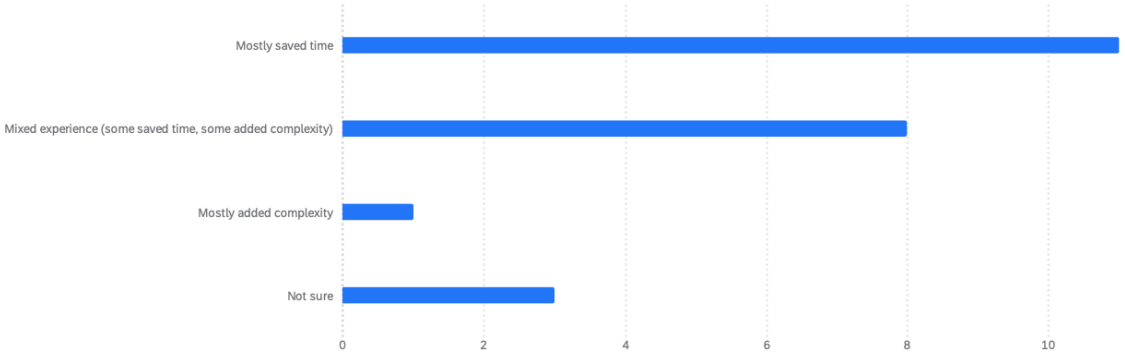

Figure 4.9 Overview of survey responses to S3, Q3: "Have digital or AI tools saved you time, or added complexity?" *(extracted from Qualtrics)*

Q4 **What is the biggest challenge you've faced using digital or AI tools?**

Respondents most frequently cited insufficient training or difficulty learning tools and poor interoperability between systems as their biggest challenges. Many also noted that team members use different tools, causing inconsistency and communication gaps. Several respondents expressed frustration that AI tools sometimes produce inaccurate or unreliable results, requiring extra time to check and correct outputs. One participant highlighted that even after using AI, "checking and correcting the results also takes a lot of time in the end."

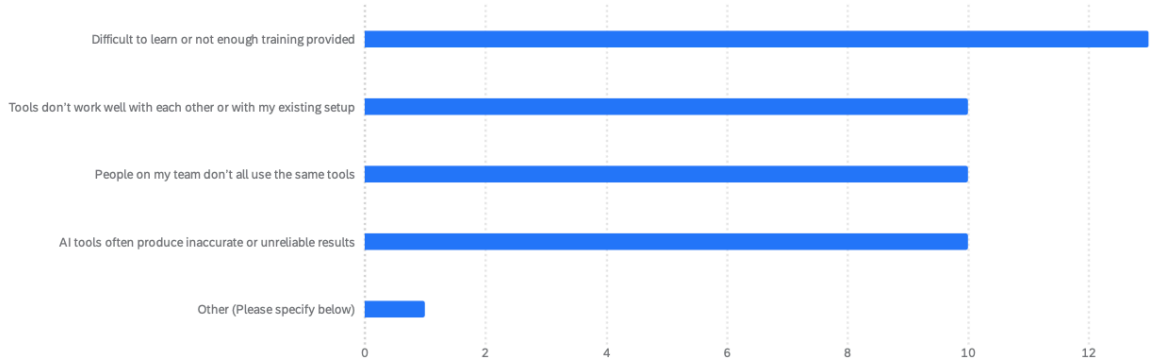

Figure 4.10 Overview of survey responses to S3, Q4: "What is the biggest challenge you've faced using digital or AI tools?" *(extracted from Qualtrics)*

Specification of other responses: Checking and and correcting the results also takes a lot of time in the end.

Q5 **What is your primary concern regarding the use of AI tools in your work?**

The dominant concern was inaccurate or unreliable outputs, followed by data privacy and security risks and lack of transparency in automated processes. A few respondents selected "all of the above," reinforcing a general sense of caution. Additional comments revealed knowledge gaps: some do not know how to use AI tools effectively, some are concerned that AI-generated texts can feel artificial or fabricated, which could undermine professional communication quality.

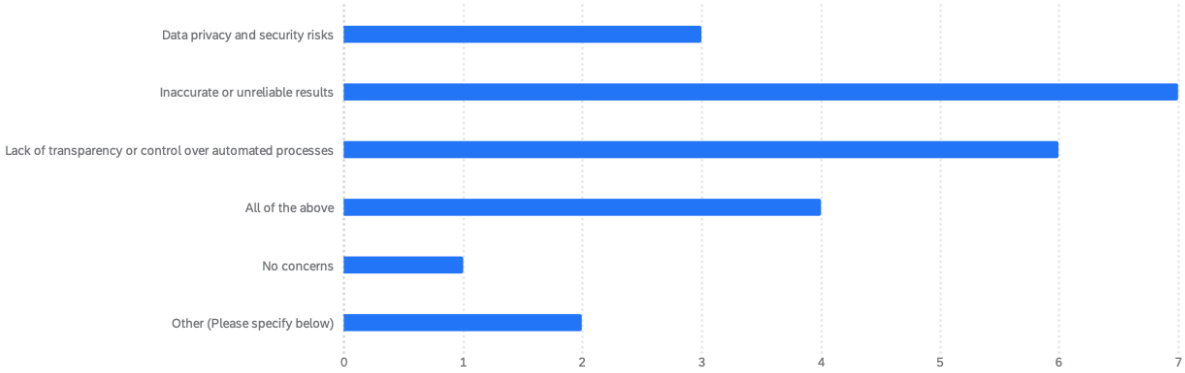

Figure 4.11 Overview of survey responses to S3, Q5: "What is your primary concern regarding the use of AI tools in your work?" *(extracted from Qualtrics)*

Specification of other responses: I don't know how to use AI tools, AI generated texts sometimes feel artificial and 'fabricated'.

4.1.4. Aspirations & Future Needs

Q1 **Which task in your work would you most like to automate, simplify, or delegate?**

Grouped responses indicate strongest demand to automate Budgeting/Finance (6) and Communication/Email handling (6), followed by Scheduling/Planning (4) and Contracting/Document generation (4); Social/Marketing (4) and Data processing/search (3) also feature. Smaller themes: Tool overload/integration (2) and Task delegation (2).

Table 4.3 Overview of survey responses to S4, Q1: "Which task in your work would you most like to automate, simplify, or delegate?" *(self-constructed)*

Category	Examples from Responses	Mentions / Trend
Communication & Email Handling	"Writing several texts for communication," "Communication with customers/choir singers," "Sending or replying to standard emails," "Q&A, email answers with chat bots," "Life communications, problem describing, discussing with clients"	6
Budgeting & Financial Management	"The numbers and bookkeeping," "Budget calculation and financial planning," "Budgeting, currently still Excel," "Cost allocation," "Project budgeting"	6
Scheduling & Planning	"Scheduling," "Touring schedules," "Estimation of performance hours for orchestra members in the earliest planning phase," "Sending updated schedules to artists and volunteers"	4
Contracting & Document Generation	"Contracten maken," "Contract management," "Transform info forms (catering diet wishes) into clear document," "Minutes of meetings"	4
Social Media & Marketing	"Working with social media," "Making data more readable or sharable," "Formatting" (context suggests presenting/marketing), "So many different	4

	tools/platforms we use… none replace 100%" (fragmented marketing workflow)	
Information Search & Data Processing	"Data search/informational support," "Information filling, cross-system understanding between AIs," "Making data more readable or sharable"	3
General Workflow Integration / Tool Overload	"So many different tools or platforms… none replace 100% each other," "Cross-system understanding between AIs"	2
Task & Responsibility Delegation	"Responsibility delegation," "To share the tasks between colleagues"	2

Q2 **Is there any task or challenge in your work that current digital tools don't help you solve well?** *(You can describe missing features, unsupported tasks, or tools you'd like to see)*

Key challenges and gaps identified by the respondents: Communication & collaboration (handoffs, responsibility, nuanced client discussion) and Planning/workflow flexibility (comparing programs, easy/cheap contracts, editable provider systems like Crossmarx) both recur (4 each). Security/reliability trade-offs between cloud/offline tools, tool fragmentation, last-minute change management, and age-related usability also surface.

Table 4.4 Overview of survey responses to S4, Q2: "Is there any task or challenge in your work that current digital tools don't help you solve well?" *(self-constructed)*

Category	Representative Comments	Mentions / Trend
Communication & Collaboration Gaps	"Communication, personal responsibility, personal networking and overall feedback"; "Life communications, problem describing, discussing with clients regarding prices/technical needs"; "to share the tasks between colleagues"	4
Planning/Comparison & Workflow Flexibility	"Better comparison tools between different planning programs"; "For making callsheets and budgets"; "Contract management that is easy and cheap"; "Infosheet system Crossmarx is difficult to adjust… I always have to contact the provider"	4
Security, Confidentiality & Reliability	"Many platforms don't have good enough safety or confidentiality options"; "Dropbox – perfect for offline, bad for online… Google Drive – perfect for online, bad for offline."	2
Tool Compatibility with Older Users	"Age gap… colleagues and customers mostly between 60–80 years old and not enough compatible tools they feel on top of."	1
Tool Fragmentation & Lack of Unified Solutions	"So many different tools or platforms we use to manage all our needs in production. None could replace 100% each other or work equally well worldwide or with outsourced teams."	2
Last-Minute Changes & Agility	"There are often many last-minute adjustments. I'd like to have a better workflow/tools to communicate those adjustments quickly and effectively."	1

False or Poor Information	"False information."	1
Contracting & Document Generation	"Contract management that is easy and cheap." (Also reflects budget concerns)	1

4.1.5. Evolving Roles & Human Competencies

Q1 **As AI tools automate more tasks, which human skills or responsibilities do you believe will remain essential in your role?**

Respondents overwhelmingly identified on-site coordination and quick problem-solving as the most indispensable skills, followed closely by emotional intelligence and managing complex human dynamics (e.g., conflict resolution, interpretation of subtle signals, and group dynamics). Aesthetic judgment and audience intuition, as well as ethical judgment and sensitivity to diverse stakeholder needs, were also rated highly, reflecting the uniquely human aspects of creative and ethical decision-making.

Strategic decision-making under uncertainty was mentioned slightly less frequently but still considered important. Additional comments emphasized motivational skills and creativity-with one respondent noting that AI "can't generate something unique… only what it has in its base (trends, mainstream, history)."

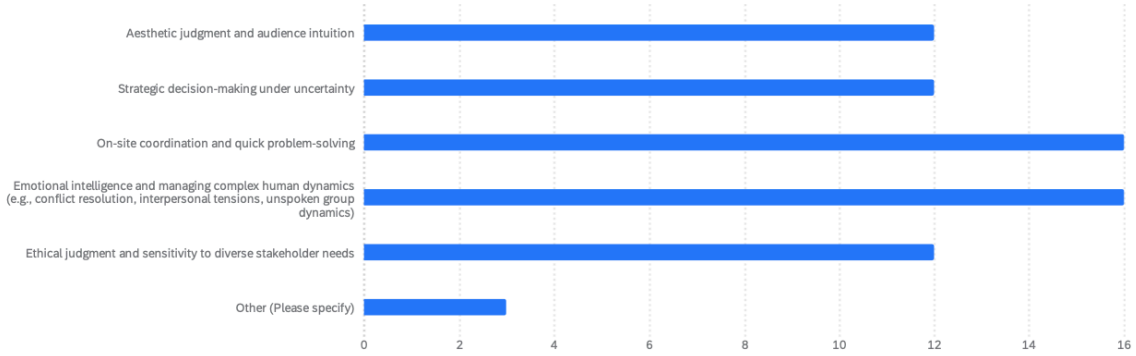

Figure 4.12 Overview of survey responses to S5, Q1: "As AI tools automate more tasks, which human skills or responsibilities do you believe will remain essential in your role?" (extracted from Qualtrics)

Specification of other responses: *I don't know, Motivational skills, Creative (AI can't generate something unique its generate only what it has in its base - so basically - trends, mainstream, history)*

4.1.6. Summary of Main Findings

The survey reveals that event and project managers in small, resource-constrained teams rely on a fragmented mix of tools - primarily Excel/Google Sheets supplemented by specialist applications - for scheduling, budgeting, communication, and marketing. Respondents are generally satisfied with their current tools (lowest reported rating was neutral, 3/5), yet communication and budgeting workflows show slightly lower satisfaction and greater variance, indicating areas for improvement.

Scheduling and budgeting dominate digital tool adoption, while procurement, fundraising, and programming are less digitized. Communication is dispersed across multiple channels (e.g., WhatsApp, Teams, Outlook), creating duplication and last-minute friction. AI use is emerging but uneven: ten respondents do not use AI features at all, eight use some, four use several, and three are unsure.

Excel/Google Sheets (9 mentions) are seen as indispensable for flexibility and universality. AI tools such as ChatGPT (5 mentions) are increasingly valued for text editing and light automation. Trello, Teams, and Salesforce were the only other tools cited multiple times.

The strongest demand for automation targets budgeting and cost allocation and standardized communications, followed by scheduling and contract generation. Pain points

include insufficient training, poor interoperability between tools, inconsistent tool use among team members, and unreliable AI outputs - which often require additional checking and correction. Concerns about data security, lack of transparency, tool fragmentation, and usability for older colleagues further underline gaps in current solutions.

Respondents emphasize that on-site coordination and quick problem-solving, emotional intelligence, aesthetic and ethical judgment, and strategic decision-making under uncertainty are irreplaceable. Additional comments highlight motivational skills and creativity, with one noting that AI "can't generate something unique - it can only rework what exists."

At the close of the survey, respondents were invited to share additional thoughts or request a copy of this dissertation - an effort to promote collegial exchange and support ongoing professional collaboration.

While AI and digital tools streamline many repetitive or data-driven tasks, human expertise remains central to creative, ethical, and dynamic aspects of event and project management. The findings point toward opportunities for better-integrated, AI-enhanced solutions that address budgeting, communication, and workflow fragmentation without replacing the distinctly human competencies that underpin successful events.

4.2. Tool-by-Process Analysis

The identification of tools and their alignment with specific process areas in event management constitutes a critical step in evaluating the practical integration of Business Process Optimization (BPO) within the sector. The survey findings revealed a high reliance on digital tools across scheduling, budgeting, communication, and marketing processes, yet the use of such technologies remains fragmented, with many professionals relying on traditional solutions such as spreadsheets and email platforms. Building upon the literature review and empirical insights, this analysis categorises tools not only by the event management processes they support but also according to their function within the broader optimization paradigm of Business Process Management (BPM), Business Process Automation (BPA), and Robotic Process Automation (RPA). This classification provides a structural lens to assess whether tools operate as integrated platforms orchestrating multiple workflows (BPM), as targeted applications designed to automate repetitive tasks (BPA), or as intelligent agents capable of mimicking human actions across systems and performing cognitive functions (RPA/AI).

Across the survey, respondents most frequently identified digital support in the areas of scheduling and planning, budgeting and financial tracking, communication and stakeholder updates, marketing and promotion, feedback collection, and evaluation, with a smaller subset of tools used for procurement, contracting, and programme development. Scheduling and planning tasks were supported by project management systems such as Asimut, Stager, and OPAS, all of which fall under BPM due to their capacity to integrate timetabling, resource allocation, and multi-user coordination. Alongside these, lightweight solutions such as Trello, Doodle, and Google Sheets were widely cited, representing BPA-level tools offering task-specific functionality but lacking systemic integration. Budgeting and financial tracking processes exhibited a similar duality: platforms such as Sage, Salesforce, and Visma Finance provide enterprise-level BPM functionality, whereas Harvest, Skynova, XL Reporting, and Excel continue to dominate practice as BPA instruments for expense monitoring and reporting. Procurement and supplier management processes were less consistently digitised, relying primarily on OPAS as a BPM tool and on Excel and Google Sheets for BPA-level record keeping.

Communication and stakeholder engagement emerged as one of the most tool-saturated domains, with a mix of BPM-level collaboration systems (SharePoint, MS Teams), BPA-type applications (Mailchimp, Outlook, Autocrat), and emerging AI-driven assistants (ChatGPT) that approach the threshold of RPA functionality by automating correspondence drafting, summarisation, and translation. Marketing and promotion processes were likewise underpinned by BPA tools such as Mailchimp and Rapidmail, complemented by social media platforms that provide targeted automation for outreach and audience analytics. Feedback collection and evaluation remained anchored in lightweight BPA solutions, with Google Forms and MS Forms representing the dominant instruments for post-event data gathering. Finally, processes relating to contracting, programme development, and registration highlighted a more experimental adoption of automation, where BPM-type event platforms such as Cvent and Crossmarx coexist with design tools like Figma (BPA) and AI assistants such as ChatGPT, DeepSeek, and Claude, which fall into the RPA/AI category due to their ability to substitute or augment human cognitive tasks such as drafting texts, generating reports, and automating routine documentation.

The consolidated overview of tools, their classification, and their reported applications is presented in **Table 4.5.**

Table 4.5 Tools by Process Area, Classification, and Reported Applications *(self-constructed)*

Process Area	Tool	Tool Category	Classification	Reported Applications (Survey)
Scheduling & Planning	Asimut	PM platform	BPM	Creating timetables, room bookings, rehearsal schedules
	Stager	PM platform	BPM	Event scheduling, programme coordination
	OPAS	PM platform	BPM	Scheduling, repertoire management, resource allocation
	Crosmarx	PM/Event platform	BPM	Integrated planning, workflow coordination
	Trello	Task management	BPA	Task tracking, visualising progress
	Doodle	Scheduling app	BPA	Polling for meeting and rehearsal times
	Google Sheets	Spreadsheet	BPA	Creating call sheets, shared schedules
Budgeting & Financial Tracking	Sage	ERP / Accounting	BPM	Budget monitoring, financial reporting
	Salesforce	ERP / CRM	BPM	Donor/sponsor tracking, financial integration
	Visma Finance	ERP / Accounting	BPM	Financial tracking, invoices
	OPAS	PM platform with finance module	BPM	Budgeting integrated with scheduling
	XL Reporting	Reporting tool	BPA	Budget reporting, KPI dashboards
	Harvest	Budget/time tracking	BPA	Tracking hours worked, project cost allocation
	Skynova	Accounting	BPA	Invoicing, expense tracking

	Excel	Spreadsheet	BPA	Budgets, financial tracking spreadsheets
Procurement & Supplier Management	OPAS	ERP/PM module	BPM	Procurement and supplier database
	OPAS Next	ERP/PM module	BPM	Supplier contracts, procurement tracking
	Google Sheets	Spreadsheet	BPA	Tracking suppliers and quotes
	Excel	Spreadsheet	BPA	Procurement lists, supplier budgets
Communication & Stakeholder Management	SharePoint	Collaboration	BPM	Shared folders, document repository
	MS Teams	Collaboration / PM	BPM	Internal communication, project coordination
	Salesforce CRM	CRM	BPM	Managing stakeholder databases, sponsor relations
	Outlook	Email	BPA	Internal/external correspondence
	WhatsApp	Messaging	BPA	Quick updates, last-minute coordination
	Google Docs	Shared documents	BPA	Co-authoring documents, collective editing
	Mailchimp	Marketing automation	BPA	Stakeholder newsletters, email campaigns
	Autocrat	Workflow automation	BPA	Automating document/email merges
	ChatGPT	AI assistant	RPA/AI	Drafting emails, summarising, translation

Marketing & Promotion	Mailchimp	Marketing automation	BPA	Email marketing campaigns
	Rapidmail	Marketing automation	BPA	Mass emailing, newsletters
	Facebook	Social media / Ads	BPA	Event promotion, targeted ads
	Instagram	Social media / Ads	BPA	Event promotion, visual marketing
	Meta	Social media / Ads	BPA	Integrated ad management
	Link trackers	Campaign analytics	BPA	Tracking engagement, click-throughs
Feedback Collection & Evaluation	Google Forms	Survey	BPA	Collecting feedback from participants
	MS Forms	Survey	BPA	Collecting feedback, stakeholder surveys
Other Processes	Cvent	Event platform	BPM	Registration, ticketing, participant management
	Crossmarx	Event platform	BPM	Programme management, CRM integration
	Figma	Design tool	BPA	Visual design, posters, marketing materials
	Autocrat	Workflow automation	BPA	Automated certificates, contracts
	ChatGPT	AI assistant	RPA/AI	Drafting programmes, editing text
	DeepSeek	AI assistant	RPA/AI	Automated writing, research support
	Claude	AI assistant	RPA/AI	Text summarisation, drafting policies

The mapping reveals three important dynamics. First, BPM platforms act as structural anchors, particularly in scheduling, financial management, and registration, where systems like Asimut, OPAS, Sage, and Cvent integrate multiple workflows and provide process continuity. Second, BPA applications dominate practice, delivering localised efficiencies in communication, marketing, reporting, and evaluation, but often reinforcing fragmentation and reliance on manual cross-platform coordination. Finally, AI-driven assistants are beginning to function as RPA tools, extending automation into cognitive domains such as writing, summarising, and translation. Adoption of these tools remains exploratory, but their reported applications suggest strong potential for scaling automation across process areas that are currently under-digitised, including programme development, evaluation, and administrative documentation.

Taken together, the analysis demonstrates that event managers currently operate in a hybrid ecosystem in which BPM systems provide structural stability, BPA applications relieve specific administrative burdens, and AI-based RPA solutions begin to reconfigure knowledge work. This layered ecosystem reflects both the opportunities and the fragmentation of current tool use, highlighting the importance of integration strategies for future process optimisation in event management.

4.3. Comparative insights

While the literature emphasizes the transformative potential of BPM, BPA, and RPA in event management, the survey findings reveal a more cautious and fragmented reality. This section compares the theoretical promises of digitalization with the actual practices and perceptions of professionals, highlighting key gaps and alignments.

The comparison between the findings of this research and the perspectives outlined in the literature reveals both convergences and important discrepancies in the adoption of digital and AI-powered optimization tools within event management. Academic discourse highlights the potential of Business Process Management (BPM), Business Process Automation (BPA), and Robotic Process Automation (RPA) to streamline workflows, reduce administrative burdens, and enable event professionals to redirect attention toward creative and strategic tasks (Dumas et al., 2018; Taulli, 2020; Salama, 2021). The survey results, however, demonstrate that current industry practice remains fragmented and often dependent on basic or legacy tools such as Excel, Asimut, or Cvent, which respondents reported using for essential yet routine purposes such as scheduling, budget tracking, or guest management. This reliance on traditional

platforms underscores a gap between theoretical efficiency gains suggested in the literature and the pragmatic constraints of professional practice, where time, budget, and digital literacy limit the adoption of advanced solutions.

When compared with other industries such as information technology, construction, or finance, where AI-supported BPM has been integrated more systematically (Kerzner, 2022; Prifti, 2022), event management emerges as relatively digitally immature. This divergence is not unexpected, given the inherently temporary, resource-intensive, and unique nature of event projects, which reduces opportunities for economies of scale in digital transformation. Whereas construction projects can standardize processes through long-term project cycles, events are often short-term, creative endeavors, making the costs and complexity of implementing advanced process optimization tools less justifiable. Consequently, while other sectors are moving toward data-driven predictive analytics and integrated ERP–AI solutions, event professionals continue to balance manual oversight with partial automation.

Another point of divergence lies in perceptions of human roles in an AI-driven environment. The literature largely positions AI as a complement to human expertise, enabling managers to focus on high-value tasks such as stakeholder engagement and strategic design (Auth et al., 2021). The survey confirms that professionals recognize this potential, yet it also highlights significant skepticism, particularly regarding the trustworthiness, transparency, and complexity of AI applications. Respondents frequently expressed concerns about errors, reliability, and excessive learning curves, emphasizing the need for systems that are not only technically robust but also accessible and adaptable to the realities of small- and medium-sized organizations. This suggests that while academic perspectives envision a gradual redefinition of the event manager's role, practitioners remain cautious, valuing reliability and usability above innovation for its own sake.

Taken together, these insights indicate that event management stands at an inflection point: the sector is increasingly aware of the advantages of AI-driven optimization but continues to operate within a pragmatic framework constrained by financial, organizational, and cultural factors. The comparative analysis highlights that digital maturity in events is progressing, yet at a slower pace than in other industries, and is characterized by incremental rather than transformative adoption. This cautious trajectory reflects both the risks inherent in over-automation of creative and people-centered processes, as well as the profession's enduring reliance on human judgment, improvisation, and interpersonal expertise.

4.4. Risks, Limitations, and Ethical Considerations

Although AI-driven optimization tools present clear opportunities for efficiency and innovation in event management, their integration also raises important risks, limitations, and ethical challenges. These range from technical constraints and resource barriers to broader concerns about data privacy, bias, and the future of human roles.

While the integration of digital and AI-driven optimization tools in event management offers considerable opportunities for efficiency, innovation, and sustainability, it also introduces a set of risks, limitations, and ethical challenges that must be critically examined. The survey data, combined with insights from the literature, indicates that these challenges are not merely technological in nature but extend to financial, organizational, and societal dimensions. In particular, concerns regarding data quality, interoperability of systems, financial accessibility, and ethical implications shape the extent to which event professionals are willing and able to embrace automation and AI.

One of the most prominent risks concerns the reliability and integration of digital tools. Respondents frequently noted frustrations with fragmented systems, difficulties in synchronizing data across platforms, and the perceived unreliability of AI-generated outputs. This aligns with broader research on business process optimization, which highlights that process automation can magnify inefficiencies if the underlying workflows are poorly defined or if data inputs are inconsistent (Harrington, 1991; Taulli, 2020). Event managers, often working with limited budgets and lean teams, are particularly vulnerable to such pitfalls, as resources for advanced integration or dedicated IT support are frequently unavailable. Moreover, smaller organizations and festivals face disproportionate barriers in acquiring costly AI solutions, raising the risk of a widening digital divide within the sector.

Another significant limitation arises from the risk of over-automation. While AI can effectively reduce administrative burdens, there is a danger that excessive reliance on digital tools may erode the experiential and relational qualities that are fundamental to events. The literature on AI in creative industries warns that automation may inadvertently undermine authenticity, diminish personal interaction, and reduce the scope for improvisation and artistry (Auth et al., 2021). In this sense, event management differs from industries where optimization is primarily measured in terms of cost and time efficiency: the success of events depends heavily on atmosphere, emotion, and human connection, dimensions that remain difficult to quantify or replicate through algorithmic processes.

Ethical considerations further complicate the adoption of AI in event management. The handling of sensitive participant and stakeholder data-ranging from ticketing information to behavioral tracking in hybrid or online events-raises questions of privacy, transparency, and compliance with data protection regulations such as the GDPR. Automated decision-making systems may also reproduce biases embedded in their training data, resulting in discriminatory practices in areas such as targeted marketing or participant profiling. Equally important is the human dimension: while AI promises to alleviate burnout by reducing routine workload, it also risks reshaping professional identities and generating concerns about job displacement or the devaluation of creative and managerial expertise. These tensions underscore the importance of positioning AI not as a replacement but as a complementary tool that enhances, rather than undermines, human agency.

Taken together, these risks, limitations, and ethical considerations demonstrate that the path toward AI-driven optimization in event management must be approached with caution, reflexivity, and critical oversight. The potential benefits of automation-greater efficiency, improved resource allocation, and reduced administrative burden-are substantial, but they must be balanced against the financial constraints of practitioners, the unique human-centric qualities of events, and the ethical responsibility to safeguard data integrity and equitable access. Ultimately, a sustainable digital transformation of the industry depends not only on technological innovation but also on the careful management of these risks and the establishment of frameworks that ensure AI integration remains transparent, inclusive, and aligned with the creative and social purpose of events.

4.5 The new role of event manager

The results of this study suggest that the event manager's role is undergoing a substantive shift. Rather than being replaced by automation, responsibilities are rebalancing toward strategic orchestration, creativity, and ethical oversight. Both the literature and survey indicate that AI-driven business process optimization (BPO) is most effective when applied to repetitive, administrative, and time-intensive work, freeing capacity for higher-level tasks that safeguard the quality and integrity of the event experience (Salama, 2021; PMI, 2021; Kerzner, 2022). In this sense, digital tools - implemented thoughtfully - elevate the event manager from task executor to systems-level coordinator and curator of experience.

Survey responses reinforce this view: practitioners do not perceive AI as a threat to employment, but as a lever to reduce workload and the drivers of burnout, provided tools are

reliable, usable, and ethically transparent. This aligns with research on hybrid project roles that emphasises digital literacy, adaptability, and critical thinking as core competencies in dynamic environments (Kerzner, 2022; PMI, 2021). The event manager is increasingly a mediator between technological systems and human stakeholders, ensuring that efficiency gains never come at the expense of authenticity, inclusivity, or sustainability.

These findings resonate with professional practice. The everyday reality of production is a constant balance between strategic planning and a heavy administrative load - factors associated with elevated stress and burnout in the sector (World Scholarship Vault, 2023). AI can relieve that burden, enabling greater focus on creative design, artistic collaboration, and meaningful engagement with audiences and partners. Yet the skepticism voiced by respondents is warranted: not all solutions deliver value, and careful evaluation is essential to avoid overdependence, inefficiencies, or ethical pitfalls.

Looking ahead, the profession's centre of gravity shifts toward leadership that is both critical and creative: the ability to appraise digital options, guide teams through technological transitions, steward data and ethics, and keep the human essence of events at the forefront. This includes an explicit mandate to cultivate innovation - through piloting new ideas, structured co-creation with participants, and pragmatic pathways like "imitate to innovate" and "collaborate to innovate" - so that technology expands, rather than narrows, the creative horizon (Dowson et al., 2023).

5. Conclusion

The findings of this research provide a comprehensive picture of the current state and future potential of AI-driven business process optimization in event management. First, the study confirms that events can be conceptualised and managed as projects, with strong parallels in lifecycle planning, breakdown structures, scheduling, and risk and stakeholder management (RQ1). The literature establishes that events are temporary, resource-bound undertakings that closely align with project-management principles (Silvers, 2020; PMI, 2021; Salama, 2021), and frameworks such as EMBOK and CMP-IS further codify this overlap (Bowdin et al., 2023; Events Industry Council, 2023). Survey responses supported this perspective, with many practitioners describing their work in phased, project-lifecycle terms, validating research that links the professionalisation of event management to the tailored application of project methodologies (Mallen & Adams, 2021; Getz, 2024).

Second, the analysis indicates that not all event processes are equally suitable for optimization (RQ2). Both the literature and the survey highlight scheduling, budgeting, procurement, stakeholder communication, and quality control as prime candidates for digital or AI-enabled enhancement (Dumas et al., 2018; Taulli, 2020; Ilieva & Nikolov, 2019). Respondents consistently cited time-saving potential in repetitive administrative work such as schedule updates, budget tracking, and multi-stakeholder information sharing. By contrast, tasks involving creativity, interpersonal negotiation, or unique artistic choices were regarded as less appropriate for automation, echoing warnings that poorly chosen optimization can undermine process quality (Harrington, 1991; Prifti, 2022). The guiding principle that emerges is to relieve routine burdens without flattening the creative core.

Third, current tool usage in the sector remains fragmented and often limited to generic or legacy platforms (RQ3). Applications such as Excel, Asimut, Cvent, and Trello are widely used for scheduling, financial tracking, and guest/artist management; however, advanced AI capabilities - predictive scheduling, process mining, or integrated BPM suites - are rarely deployed in practice. This illustrates the digital gap noted in the literature, where event professionals lag behind sectors such as IT or construction in adopting integrated BPM and AI solutions (Kerzner, 2022). The prevalence of a “minimum viable toolset” reflects financial constraints and uneven digital literacy, contributing to a persistent implementation gap between technological promise and operational reality.

Fourth, the barriers to wider adoption of digital and AI tools are considerable (RQ4). Respondents emphasised high costs, lack of interoperability across platforms, steep learning

curves, and scepticism about reliability. These concerns echo discussions of digital maturity in events (Bowdin et al., 2023; Dounavi et al., 2022), where fragmented ecosystems and limited budgets hinder systemic transformation. Ethical and data-quality risks - algorithmic opacity, bias, and technological over-dependence - surfaced in the survey and align with findings in the literature (Auth et al., 2021; Afanasev et al., 2018). In comparison with higher-automation industries, event professionals remain cautious, valuing trustworthiness and usability above innovation for its own sake.

Fifth, the findings suggest that AI-driven optimization will not diminish the role of the event manager but will redefine it (RQ5). As routine administration is reduced, the role shifts toward strategic orchestration, creative design, partnership building, sustainability planning, and ethical oversight (Salama, 2021; Auth et al., 2021). Survey responses corroborate this evolution and point to digital literacy and critical thinking as emerging competencies alongside established PM capabilities and soft skills, consistent with research on hybrid, technology-mediated project roles (Kerzner, 2022; PMI, 2021).

Finally, the survey shows that professionals are not opposed to innovation; they demand tools that are reliable, user-friendly, and meaningfully integrated into existing workflows (RQ6). Desired features include robust interoperability across platforms, greater transparency and explainability of AI outputs, and functionality that advances sustainability and inclusivity goals. This corresponds with literature emphasising that successful AI integration depends not only on technical capability but also on accessibility, trust, and alignment with organisational values (Vaghasiya, 2025; Dounavi et al., 2022).

Taken together, these findings highlight both the opportunities and constraints of digital and AI-driven optimization in event management. Efficiency gains are clear and theoretically well supported, yet adoption is likely to remain incremental and targeted - most impactful where technology relieves routine burdens and augments, rather than replaces, the human essence of events. Will this help address the sector's high burnout rates? To some extent - yes: reducing administrative overhead can contribute to professional sustainability. But it is not a comprehensive solution. Addressing burnout fully requires broader measures - soft-skills development, clear communication, effective delegation, and realistic time management - which fall beyond this study's scope and warrant future research. Ultimately, the value of AI in events lies less in replacing human expertise than in empowering it - ensuring that technology becomes a trustworthy, transparent, and sustainable partner in creating resilient organisations and meaningful experiences.

5.1. Research Limitations

Like any academic study, this research is subject to a number of limitations that must be acknowledged when interpreting its findings. These limitations concern the scope, methodology, and data collection process, and they point to areas where future research could strengthen the evidence base.

As with any academic study, the findings of this research must be interpreted within the boundaries of certain limitations that influence their generalisability and depth. First, the methodological design relied primarily on a single data collection method, namely a practitioner survey. While this approach allowed for the gathering of first-hand insights from professionals across different contexts, it also carries inherent constraints. Survey responses are self-reported and thus reflect perceptions and subjective experiences rather than objective performance data. This limits the extent to which the effectiveness of specific tools or processes can be measured empirically.

Second, the size and scope of the sample must be acknowledged. Although respondents represented a range of roles and organisational types within the event sector, the number of participants was relatively modest and derived largely from professional networks accessible to the researcher. Consequently, the findings cannot claim to capture the full diversity of practices across the global events industry, particularly in regions or sub-sectors where digital adoption may differ significantly.

Third, the research scope was deliberately focused on the application of BPM, BPA, and RPA within event management, with particular attention to AI-driven optimization. While this focus sharpened the analytical lens, it also meant that other digitalisation trends such as virtual and augmented reality, metaverse technologies, or blockchain-based ticketing systems were excluded. As a result, the findings provide depth in relation to business process optimization but cannot be extended to cover the entirety of digital transformation in the sector.

Finally, practical limitations of time and resources constrained the methodological breadth of the study. The research did not incorporate longitudinal studies, tool-testing or multiple case study analyses, which could have provided richer empirical evidence on tool effectiveness and long-term impact. Similarly, the absence of comparative quantitative performance indicators (e.g., cost savings, time reduction, error rates) means that the analysis remains primarily qualitative and interpretative.

Despite these limitations, the study provides valuable insights into the opportunities and barriers surrounding AI-driven optimization in event management. By articulating these

boundaries clearly, it also lays the foundation for more extensive, multi-method research in the future, capable of addressing these constraints and deepening the evidence base.

5.2. Further research questions

The findings of this study not only address the original research questions but also open a number of new roads for investigation. These directions point to gaps in both theory and practice that require further exploration if the role of digital and AI-driven optimization in event management is to be fully understood and advanced.

A first area for further research concerns the measurement of efficiency and tool effectiveness. While this thesis explored perceptions of usefulness and applicability, future studies could focus on developing standardised performance indicators and evaluation frameworks for AI-driven tools in event management. Metrics that capture time savings, error reduction, financial performance, and impacts on professional well-being would enable more objective assessment of business process optimization. Longitudinal case studies of specific events or organisations could provide stronger evidence of how AI adoption translates into measurable outcomes over time.

The proposed future research questions in this area include:

What KPIs are most appropriate for evaluating the effectiveness of AI in business process optimization?

How does AI affect cost-efficiency and time-effectiveness in event and project operations?

Which of these tools are considered most effective or preferred? Why?

A second area of inquiry relates to human–AI collaboration and professional development. The study confirmed that event professionals perceive AI as a complement rather than a replacement for their roles, yet questions remain about which competencies are most critical in this evolving environment. Further research could therefore investigate the skills portfolio required for the event manager of the future, the effectiveness of training and education in digital literacy, and strategies for integrating human creativity and judgment with algorithmic support. Comparative studies across different cultural or organisational contexts would provide valuable insights into how professionals adapt to hybrid human–AI workflows.

The proposed questions for subsequent research in this area are:

How will AI change the skill set required for event producers?

Will creativity or spontaneity suffer from increased automation?

A third area concerns sustainability and ethics in AI-driven event management. Respondents expressed interest in tools that support environmentally and socially responsible practices, yet academic research has only begun to explore how AI can be leveraged for these purposes. Future studies could examine how process mining, predictive analytics, or resource optimisation algorithms might contribute to reducing waste, lowering carbon footprints, or improving inclusivity in events. In parallel, greater attention is needed to the ethical implications of automation, particularly regarding transparency, data privacy, and algorithmic bias. Normative frameworks and guidelines for responsible AI use in event contexts remain underdeveloped and constitute a pressing research need.

Future research in this domain could try to answer the followig questions:
Could AI make the event industry more sustainable? (e.g., via energy/resource optimization)
Could we eventually see “fully automated events”? Should we?
What are the main causes of high burnout rates in events industry? How can burnout rates be minimized?

Taken together, these directions highlight the importance of expanding the empirical and theoretical base of research on AI and business process optimization in event management. By moving beyond perceptions toward measurable outcomes, exploring the intersection of human and technological competencies, and addressing sustainability and ethics, future studies can build a more comprehensive understanding of how digital transformation is reshaping the field and how event managers can harness it to create meaningful, resilient, and responsible practices.

In conclusion, this thesis has shown that AI-driven business process optimization in events is not a replacement for human expertise but a reframing of it - away from routine load and toward strategic orchestration, creativity, and ethical stewardship. When applied to repetitive processes with reliable, transparent tools, AI can reduce strain and create space for better design, stronger partnerships, and more inclusive, sustainable outcomes. While broader factors behind burnout and change management sit beyond this study’s scope and merit further research, the practical path is clear - to pair technological efficiency with human judgment and values. The future of event management is unlikely to be fully automated - it will more likely be authored by the humans who use technology well.

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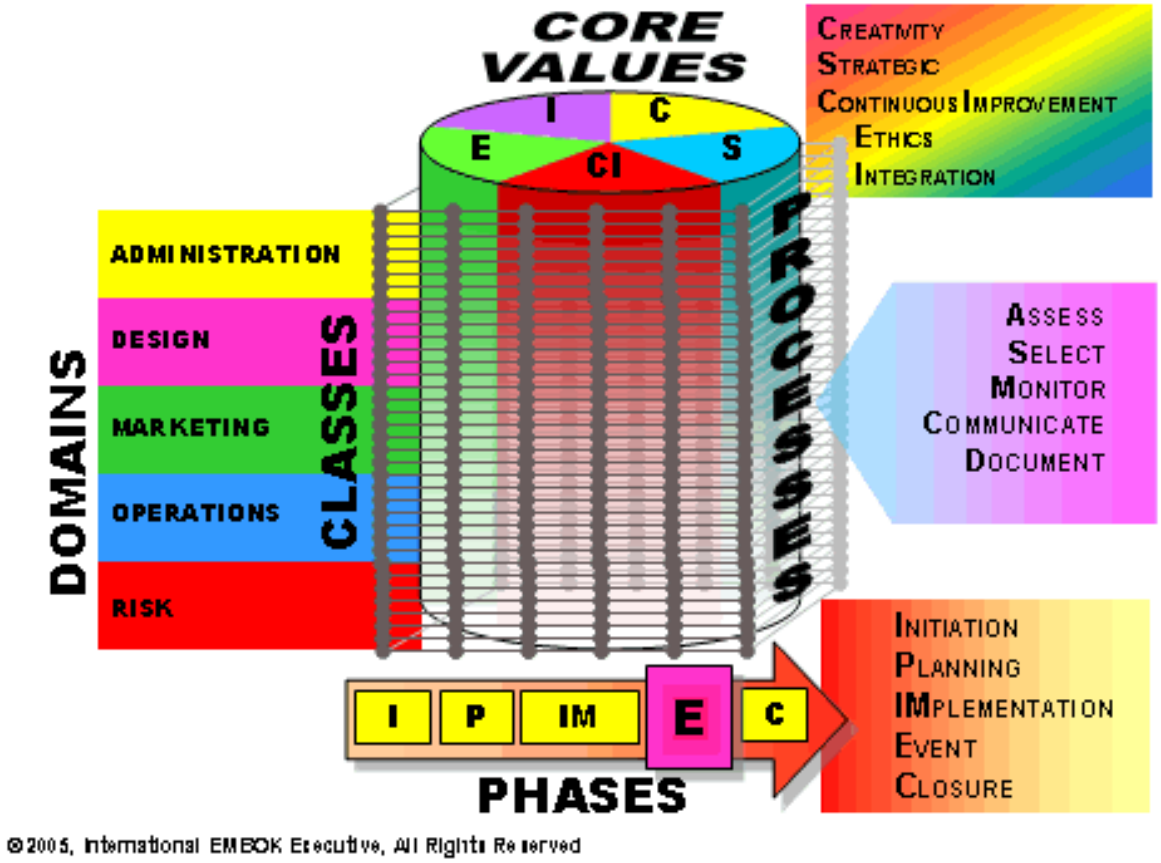
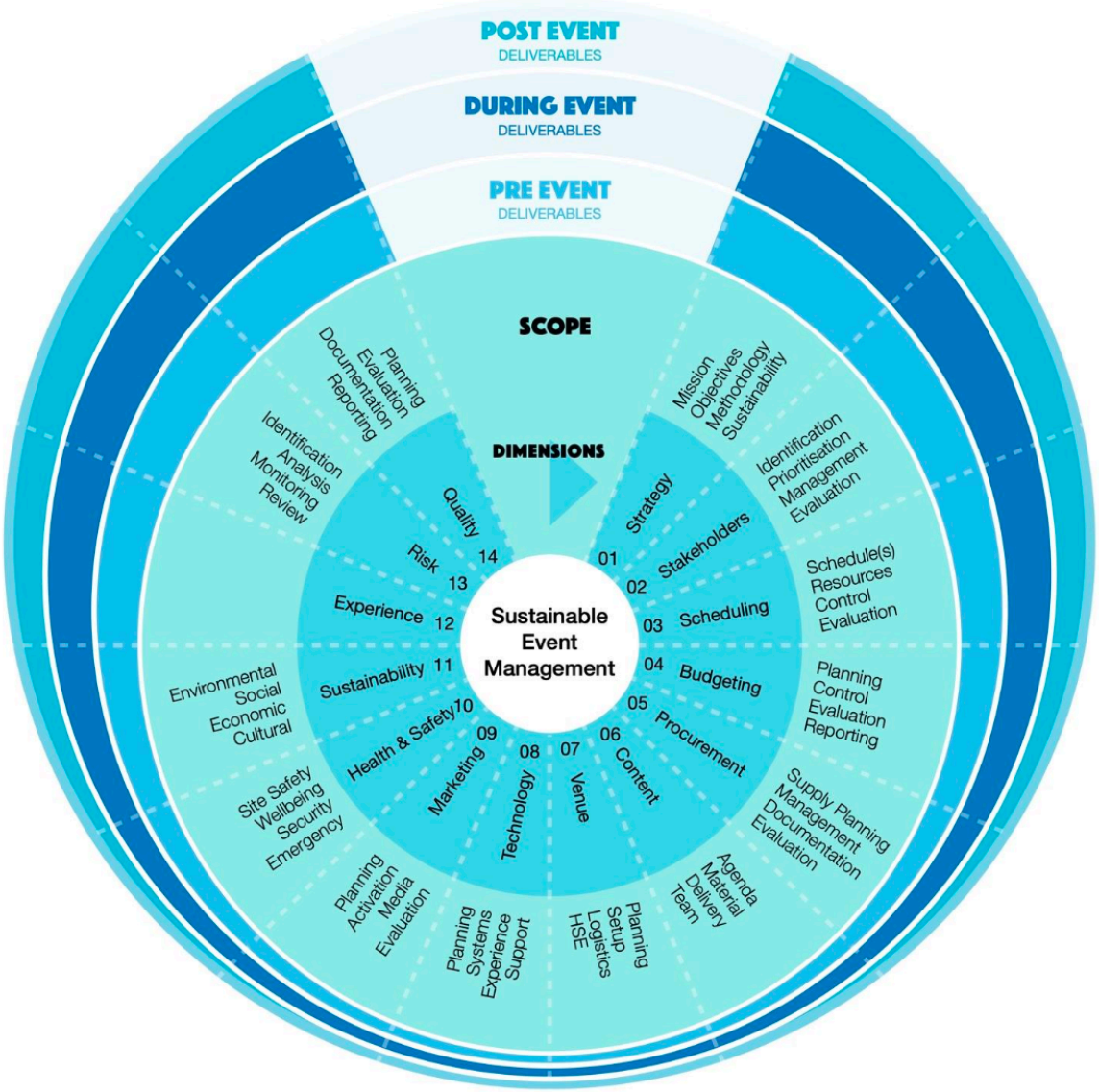
7. Appendices

Appendix A. EMBOK framework *(Silvers, 2005)*



Appendix B. Sustainable Events Management Model (S*alama, 2021)*

Sustainable Events Management Model (SEMM)



Appendix C. Sample Risk Assessment Form *(Dowson et al., 2023)*

Wristband Exchange

The wristband exchange procedure takes place under a temporary light weight structure offering protection from the weather, but the structure is open on both sides, providing an easy and highly visible entrance and exit to the main arena.

Probability [P]	Severity [S]
1 = Improbable	1 = Negligible
2 = Remote	2 = Minor
3 = Possible	3 = Severe
4 = Probable	4 = Extreme

→

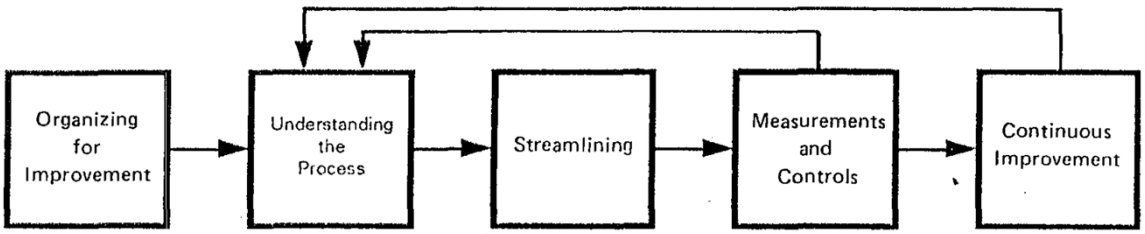
Risk Level [R]	S1	S2	S3	S4
P1	O	O	O	C
P2	O	O	C	B
P3	O	C	B	A
P4	O	B	A	A

→

Consequences
A = Hazard **must** be eliminated or avoided, work **not** to proceed.
B = Risk **must** be controlled by physical safeguards.
C = Risk **must** be controlled so far as is reasonably practicable.
O = Risk is adequately controlled/insignificant.

Hazard	**Hazard description**	**Risk Evaluation (without controls)**			**Safety Precautions (details of preventative or control measure for hazards)**	**Residual Risk Evaluation (with controls)**		
		P	**S**	**R**		**P**	**S**	**R**
Electric shock		**2**	**4**	**B**	All electrical equipment and wiring to be checked by electrical contractor.	**1**	**4**	**C**
Overcrowding		**2**	**2**	**O**	Fencing to control numbers of visitors entering site. Security guards and stewards assisting in the direction and flow of visitors into site. Effective signage detailing waiting areas and ticket to wristband procedure.	**1**	**2**	**O**
Violence	Confrontation	**3**	**2**	**C**	Security shall be sited in this area with two roaming guards available for back-up if required.	**2**	**2**	**O**
Tripping	Hazards posed to pedestrians in this area (e.g. boggy or slippery areas, other trip obstacles, etc)	**3**	**2**	**C**	Boggy or slippery areas to be cordoned off with tape and/or repaired with wood mulch or gravel. Monitor and remove all trip hazards wherever possible. All wiring to be flown over head or buried.	**1**	**2**	**O**
Weather	Hypothermia, trench foot, sunstroke, dehydration.	**3**	**3**	**B**	Visitors to be informed (via website, tickets, festival documentation) of the importance of bringing appropriate footwear and clothing. Welfare tent to offer free sun cream and water. A limited supply of warm clothing and blankets on site if required.	**2**	**3**	**C**

Appendix D. The five phases of BPI *(Harrington, 1991)*



Appendix E. Literature Review per chapter (*self-constructed)*

Author(s)	Year	Title	Origin	Type of Source	Key Points (short description)	Major Topics	Cited in Sub-Chapters	Times Cited
Chapter 2.1. Keywords: Event Management; Event Project Management								
Bowdin et al.	2023	Events Management (4th ed.)	UK	Book	Defines EMBOK domains, stakeholder roles, event typologies and lifecycle integration.	Professionalisation; EMBOK Framework; Stakeholders; Event Roles	2.1.1 / 2.1.2 / 2.1.3	6
Bladen et al.	2022	Events Management: An Introduction (3rd ed.)	UK	Book	Defines events as planned, time-limited activities with objectives; introductory concepts.	Event Definitions; Planning	2.1.1	1
Mallen & Adams	2024	Event Management in Sport, Recreation, and Tourism: Theoretical and Practical Dimensions (4th ed.)	UK/Canada	Edited Book	Frames events as time-bound projects; legitimises use of PM artefacts in event contexts (WBS, comms plans, cost strategies, risk frameworks).	Event PM; Lifecycle; Planning Artefacts	2.1.1	1
Salama	2021	Event Project Management (1st ed.)	UK	Edited Book	Frames events as projects using PM tools (WBS/OBS/RBS, risk, budgeting); introduces EPP and SEMM models.	Event PM; Sustainability (SEMM); EPP Planning & Risk	2.1.1 / 2.1.2 / 2.1.3	6
Dowson et al.	2023	Event Planning and Management: Principles, Planning and Practice	UK	Book	Explains event typologies, stakeholder coordination, HRM, logistics and professional practice principles.	Event Typologies; HRM; Stakeholders; Workforce Dynamics	2.1.1 / 2.1.2	4
Dounavi et al.	2022	Project Management for Corporate Events	Greece	Journal Article	Competencies for event managers; CMP-IS alignment; risk & quality tools for corporate events.	Competencies; CMP-IS; Risk & HRM	2.1.2 / 2.1.3	3
Getz & Page	2023	Event Studies: Theory and Management for Planned Events (5th ed.)	UK / Canada	Book	Lifecycle and strategic planning; evaluation and legacy analysis; conceptual basis for 5Ws.	Lifecycle; Strategic Planning; Legacy	2.1.1	1
Silvers & O'Toole	2020	Risk Management for Events (2nd ed.)	UK / USA	Book	EMBOK risk domain; integrates risk, safety and compliance into event lifecycle.	Risk Management; Governance	2.1.1 / 2.1.3	4
Jones	2017	Sustainable Event Management: A Practical Guide (3rd ed.)	UK	Book	Integrates environmental, social and economic sustainability across event stages.	Sustainability; SEMM	2.1.1	1
Shone & Parry	2019	Successful Event Management (5th ed.)	UK	Book	Tracks professionalisation of event organisations; defines core team and role structures.	Event Organisations; Team Structures	2.1.2	2
Pielichaty et al.	2017	Events Project Management	UK	Book	Introduces "pulsating organisation" concept – flexible, expandable workforce.	Workforce Flexibility; Temporary Staffing	2.1.2	1
Events Industry Council (EIC)	2023	CMP-IS Standards for Meeting Professionals	USA	Industry Standard	Defines nine competency domains for meeting and event professionals.	CMP-IS; Professional Standards	2.1.3	2
PMI	2021	A Guide to the PMBOK® (7th ed.)	USA	Standard	Defines projects as temporary, goal-driven and resource-constrained; emphasises tailoring.	PM Definitions; Project Structure	2.1.1	1
O'Toole	2000	Towards the Integration of Event Management Best Practice by the Project Management Process	Australia	Conference Paper	Early recognition of events as a distinct project category and integration with PM.	Event Projects; PM Integration	2.1.1	1
Papke-Shields & Boyer-Wright	2017	Strategic Planning Characteristics Applied to Project Management	USA	Journal Article	Applies strategic planning principles to project and event management contexts.	PM Applications; Strategic Planning	2.1.1	1
PCMA	n.d.	Industry Guidelines for Event Classification and Standards	USA	Industry Guideline	Provides event categories and classification benchmarks for size and format.	Event Typologies; Benchmarks	2.1.1	1
Chapter 2.2. Keywords: Event Management; Event Project Managementl; Project Management								
Salama	2021	Event Project Management (1st ed.)	International	Edited Book	Comprehensive application of PM methodologies to events; introduces EPP, WBS, TRM; uses Agile/Kanban; budgeting, risk & stakeholder management.	Event PM, Hybrid Methodologies, Lifecycle, Risk & Cost Mgmt	2.2	11
PMI	2021	Practice Standard for Scheduling (3rd ed.); Practice Standard for Work Breakdown Structures (3rd ed.); PMBOK® Guide (7th ed.)	USA	Standards	Defines PM process groups, tailoring, Agile/Lean integration; formal WBS & scheduling artefacts; risk & cost processes and governance.	PM Standards, Tailoring, Artefacts, Risk & Cost Mgmt	2.2	12
Kerzner	2022	Project Management: A Systems Approach (12th/13th)	USA	Books	Explains hybrid/flexible frameworks; lifecycle phases; WBS/OBS; EVA; scheduling & cost control techniques; governance.	PM Methodologies, Lifecycle, Scheduling, EVA, Cost Mgmt	2.2	15
Dounavi et al.	2022	Project Management for Corporate Events	Greece	Journal Article	Defines event-specific implementation sub-stages; recommends risk registers; addresses procurement & supplier relations.	Event Lifecycle, Risk Mgmt, Procurement	2.2	2
Dowson et al.	2023	Event Planning and Management: Principles, Planning and Practice	UK	Book	Details production schedules, load-in/out, logistics; risk and contingency planning; procurement coordination.	Scheduling, Risk Mgmt, Procurement & Logistics	2.2	3
PMI – WBS	2019	Practice Standard for Work Breakdown Structures (3rd ed.)	USA	Standard	Detailed scope decomposition guidance; structuring deliverable-based WBS for events/projects.	WBS, Scope Definition	2.2	1
PMI – Scheduling	2019	Practice Standard for Scheduling (3rd ed.)	USA	Standard	Schedule models, logical relationships, milestones; Agile/Kanban links to time management.	Scheduling, Models, Milestones, Agile Links	2.2	2
Chapter 2.3. Keywords: Business Processes Optimization, Business Processes Improvement, Business Process Management, Business Process Automation, Robotic Process Automation								
Harrington	2007	Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity, and Competitiveness	USA	Book	Foundational BPI text defining improvement vs optimisation; stresses optimisation only after process stabilisation.	BPI, BPO, Efficiency, Optimisation Limits, History	2.3	6
Taulli	2020	The Robotic Process Automation Handbook: A Guide to Implementing RPA Systems	USA	Book	Explains RPA, BPA and BPM technologies; contrasts automation vs augmentation; warns against sub-optimisation.	RPA, BPA, Automation, AI Limits	2.3	10
Dumas et al.	2018	Fundamentals of Business Process Management	Germany	Book	Core BPM reference defining lifecycle, modelling, monitoring and adaptation to event contexts.	BPM Frameworks, Lifecycle, Process Modelling	2.3	3

Ilieva & Nikolov	2019	AI Integration in Business Processes Management	Bulgaria	Conference Paper	Analyses BPM in the digital age; connects AI with process modelling and optimisation; highlights data limitations.	BPM, AI, Optimisation Limits	2.3	2
Anguelov	2021	Applications of Artificial Intelligence for Optimization of Business Processes in ERP Systems	Bulgaria	Conference Paper	Demonstrates how AI and RPA improve efficiency in repetitive tasks and link automation to process improvement.	AI, RPA, Automation, Efficiency	2.3	2
Prifti	2022	Optimizing Project Management Using Artificial Intelligence	Germany	Journal Article	Connects optimisation to decision-making in projects; differentiates BPM, BPA and RPA integration.	Optimisation, Decision Support, Integration Challenges	2.3	1
Chapter 2.4. Keywords: Digital Maturity, Digital Transformation, Digitalization, Automation, Artificial Intelligence, Events 4.0								
Romanova & Shvalev	2024	Developing a Digital Maturity Model for the Event Industry	Russia	Journal Article	First event-specific DMM; bridges digitalisation → automation → AI; notes integration challenges.	Events 4.0, Digital Maturity, AI Barriers	2.4.1, 2.4.2, 2.4.3	8
Prifti	2022	Optimizing Project Management using Artificial Intelligence	Germany	Journal Article	Predictive analytics, resource allocation, adaptive AI for BPO.	AI, Predictive Analytics, BPO	2.4.2, 2.4.3	4
Chowdhury	2024	The evolution of business operations…	UK	Journal Article	AI ethics, CRM/ERP integration, sustainability, fraud/anomaly detection.	Ethics, Sustainability, Smart Systems	2.4.1, 2.4.2, 2.4.3	5
Salama	2021	Event Project Management	International	Edited Book	Links digitalisation, sustainability, and AI with evolving producer roles.	Event PM, Transformation	2.4.1, 2.4.2, 2.4.3	5
Auth, Johnk & Wiecha	2021	A Conceptual Framework for Applying AI in PM	Germany	Journal Article	Data/competency barriers; AI for efficiency, scheduling, risk.	AI Adoption, Human Factors	2.4.2	1
Anguelov	2021	AI for Optimization in ERP Systems	Bulgaria	Conference Paper	ERP–AI convergence; decision support; sustainability links.	ERP Integration, Environmental Efficiency	2.4.2	1
Bharadiya	2023	The Impact of AI on Business Processes	India	Journal Article	AI for sustainability, CRM analytics, chatbots.	Sustainability, Stakeholder Engagement	2.4.2	1
Taulli	2020	The Robotic Process Automation Handbook	USA	Book	RPA's role in efficiency, sustainability, fraud detection; RPA–AI synergy.	RPA, AI Integration	2.4.1, 2.4.3	2
Kumari, Fatima, Nizamani & Shaikh	2025	Revolutionizing Event Planning: An AI-Powered Venue Vibes Solution	India	Article/Prototype	AI for personalisation, food estimation, logistics suggestions.	AI Applications in Events	2.4.2	1
Vaghasiya & Jawdekar	2025	Event Planning and Organizing Portal	India	Platform/Report	Portal showcasing scheduling/matching and automation potential.	RPA/AI in Events, Scheduling	2.4.2	1
Camilleri	2019	Data-Driven Technologies in Tourism Marketing	Malta	Book Chapter	Digitalisation and analytics for more sustainable/event marketing.	Tourism, Digitalisation, Sustainability	2.4.1	1
Gill & VanBoskirk	2016	The Digital Maturity Model 4.0	USA	Industry Report	Staged maturity model for transformation.	Digital Maturity	2.4.1	1
Westerman, Bonnet & McAfee	2014	Leading Digital	USA	Book	Digital transformation to strategic execution; leadership.	Digital Leadership, Transformation	2.4.1	1
Dinç, Argan, Dursun & Tokay Argan	2025	ChatGPT Acceptance in Events	Turkey	Journal Article	Ethics, privacy; conversational agents in events.	AI Ethics, Conversational Tools	2.4.2	1
Bongiovanni, Herold & Wilde	2024	Cybersecurity in/for Sports Events	Italy	Journal Article	Compares cybersecurity readiness; events lag behind.	Cybersecurity, AI Integration	2.4.1, 2.4.2, 2.4.3	3
Shelginskaya	2022	Introduction of Smart Technologies in Event-Management: Socio-Cultural Aspect	Russia	Journal Article	Warns tech-centric models overlook experiential/ethical dimensions.	Human-Centred Design	2.4.2, 2.4.3	2
de Jong & Buckers	2024	Denken in databases binnen de podiumkunsten	Netherlands	Report/White Paper	ERP/DB thinking in performing arts; integration insights.	ERP/DB Integration	2.4.2	1
Kerzner	2022	Project Management: A Systems Approach (13th)	USA	Book	Continuous improvement mindset; automation fit in PM systems.	PM Systems, Process Optimisation	2.4.1, 2.4.3	2

Appendix F. Online Survey: “Digital Practices in Event Planning”. Example of response summary as seen by a respondent. *(self-constructed, exported from Qualtrics)*

Online Survey: Digital Practices in Event Planning

Thank you for taking the time to participate in this survey, which is part of my Master's thesis at **ISCTE – University Institute of Lisbon**, in the **Master's in Business Administration** program. The research is titled: **“AI-Driven Business Process Optimization in Event and Project Management.”**

This survey explores how professionals in the event industry use digital tools to manage, streamline, and optimize their workflows.

Whether you work in a **cultural organization, commercial agency,** or as an **independent event producer,** your insights are highly valuable. Your input will help identify current practices, unmet needs, and future opportunities in our evolving industry.

🕐 **Estimated time:** 8-10 minutes

🔒 **Confidentiality:** All responses are anonymous and used solely for academic purposes

📅 **Survey deadline:** September 22, 2025

Thank you for choosing to contribute to this research. Your experience matters.

— Marija Voitenkova

Event Producer | MBA Candidate

Section 1. **Background Information**

This section includes 5 multiple-choice questions and takes 1–2 minutes to complete.

Q1. **What is your current role/function in the event industry?**

(Select all that apply)

- [x] Event / Festival Director
- [ ] Event Producer / Project Manager
- [ ] Program Coordinator / Artistic Programmer
- [ ] Sponsorship Manager / Partnership Coordinator
- [ ] Business Manager / Financial Controller
- [ ] Venue Manager
- [ ] Other (Please specify below)

Q2.

What are your main responsibilities?

(Select all that apply)

- [ ] Programming / Artistic
- [x] Planning / Scheduling
- [ ] Supplier Management
- [ ] Budgeting / Finance
- [ ] Marketing
- [ ] Production / Logistics
- [ ] Team Management
- [ ] Other (Please specify below)

Q3. **What types of events do you organize/coordinate?**

(Select all that apply)

- [ ] Cultural / Music / Arts
- [ ] Corporate / Conferences / Seminars
- [x] Weddings / Social / Private Events
- [ ] Educational / University Events
- [ ] Fundraising / Nonprofit
- [ ] Festivals / Large-scale Public Events
- [ ] Other (Please specify below)

Q4. **How many events do you organize/coordinate annually, on average?**

- [x] 1-3 events per year
- [ ] 4-10 events per year
- [ ] 11-20 events per year
- [ ] 21-50 events per year
- [ ] More than 50 events per year

Q5. **How large is your typical team?**

(Do not include external service providers or temporary event staff)

- [ ] I work alone
- [x] 2–5 people
- [ ] 6–15 people
- [ ] 15-30 people
- [ ] 30+ people

Section 2. **Digital & AI Tool Usage**

This section includes 3 questions and takes 2-3 minutes to complete.

Q1.

Which of the following processes do you use digital tools for?

(Select all that apply)

- [x] Scheduling
- [x] Budgeting / Financial tracking
- [x] Procurement / Supplier management
- [x] Communication / Stakeholder updates
- [x] Feedback collection / Evaluation
- [x] Marketing / Promotion
- [x] Other (Please specify below)

Other

Q2. **Which digital tools or platforms do you use for the following processes?**

For Scheduling I use:

For Budgeting / Financial tracking I use:

For Procurement / Supplier management I use:

For Communication / Stakeholder updates I use:

For Feedback collection / Evaluation I use:

For Marketing / Promotion I use:

For Other I use

Q3. **Do any of your tools include AI features (e.g. automation, content generation, predictions)?**

- [ ] Yes, several
- [x] Yes, a few
- [ ] No
- [ ] Not sure

Section 3. **Tool Evaluation**

This section includes 5 questions and takes ± 3 minutes to complete.

Q1. On a scale from 1 to 5, **how satisfied are you with the tools you currently use for the following processes..**

	✖ Not Satisfied				Satisfied ✓
	1	2	3	4	5
Scheduling	○	○	○	○	○
Budgeting / Financial tracking	○	○	○	○	○
Procurement / Supplier management	○	○	○	○	○
Communication / Stakeholder updates	○	○	○	○	○
Feedback collection / Evaluation	○	○	○	○	○
Marketing / Promotion	○	○	○	○	○
Other	○	○	○	○	○

	✖ Not Satisfied				Satisfied ✓
	1	2	3	4	5
Overall satisfaction with the tools you use	○	○	○	○	○

Q2. **Which tool has been the most helpful in your work?**

Q3. **Have digital or AI tools saved you time, or added complexity?**

- ○ Mostly saved time
- ○ Mixed experience (some saved time, some added complexity)
- ○ Mostly added complexity
- ● Not sure

Q4. **What is the biggest challenge you've faced using digital or AI tools?**

(Select all that apply)

- [ ] Difficult to learn or not enough training provided
- [ ] Tools don't work well with each other or with my existing setup
- [ ] People on my team don't all use the same tools
- [ ] AI tools often produce inaccurate or unreliable results
- [ ] Other (Please specify below)

Q5. **What is your primary concern regarding the use of AI tools in your work?**

- [ ] Data privacy and security risks
- [ ] Inaccurate or unreliable results
- [ ] Lack of transparency or control over automated processes
- [ ] All of the above
- [x] No concerns
- [ ] Other (Please specify below)

Section 4. **Aspirations & Future Needs**

This section includes 2 questions and takes 1-2 minutes to complete.

Q1. **Which task in your work would you most like to automate, simplify, or delegate?**

Q2. **Is there any task or challenge in your work that current digital tools don’t help you solve well?**

(You can describe missing features, unsupported tasks, or tools you'd like to see)

Section 5. **Evolving Roles and Human Competencies**

This section includes 1 question and takes a few seconds to complete.

Q1. As AI tools automate more tasks, **which human skills or responsibilities do you believe will remain essential in your role?**

- [ ] Aesthetic judgment and audience intuition
- [ ] Strategic decision-making under uncertainty
- [ ] On-site coordination and quick problem-solving
- [ ] Emotional intelligence and managing complex human dynamics (e.g., conflict resolution, interpersonal tensions, unspoken group dynamics)
- [ ] Ethical judgment and sensitivity to diverse stakeholder needs
- [ ] Other (Please specify)

You've reached the end of the survey.

(Optional) **Any final thoughts, observations, feedback or words of encouragement you'd like to add before submitting?**

Would you like to receive a copy of my Master's thesis once it's finalized?

I'll be happy to share it after my thesis defense, expected in the first trimester of 2026.

- ○ Yes (Please leave your email below)
- ● No

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