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THE IMPACT OF GENERATIVE ARTIFICIAL INTELLIGENCE ON PROJECT
MANAGEMENT IN THE EVENTS INDUSTRY

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Abstract:

This research investigates the impact of Generative Artificial Intelligence on project management in the events industry, through a mixed-methods approach, combining survey and interview data with a comprehensive literature review to explore four core research questions. The study focuses on how event professionals currently use GenAI within project management processes, their perceived benefits and limitations, associated risks and ethical concerns, and the influence of organizational factors on adoption. Overall findings suggest that while GenAI is expected to become a standard component of event management, current adoption is basic, limited by a lack of knowledge and training, and concerns regarding over-reliance.

Keywords: Generative Artificial Intelligence (GenAI), Event Management, Project Management, Events Industry

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1. Introduction

The impact of Generative Artificial Intelligence (GenAI) represents a revolutionary force that is transforming society and the global economy. This emergence of user-friendly GenAI tools, capable of autonomously creating new, original content, offers powerful capabilities to automate tasks, optimize complex processes, and augment human capabilities. The field of project management is not exempt from this shift, as GenAI is rapidly transforming its landscape by offering ground-breaking opportunities to streamline processes and significantly boost productivity. Building on the foundational structural similarities between event management and project management, the events industry is now experiencing a parallel transformation driven by GenAI, seeing the same promise of efficiency alongside hesitation about potential risks. Organizations in the sector increasingly view GenAI as a strategic imperative, recognizing that early adopters may gain a clear competitive edge, while those who wait risk falling behind in a market increasingly driven by personalization and digital interaction. Despite the fast-growing interest, academic research on GenAI's specific impact within the events industry remains extremely limited. This gap requires deeper empirical study, particularly regarding current usage, ethical governance, and successful implementation strategies. Consequently, this study investigates the intersection of GenAI and project management within the events industry. The research aims to fill existing gaps in the literature by providing practical insights that can support event managers and organizations in effectively leveraging GenAI-driven tools. To achieve this, the study is guided by four core research questions: (1) How are event professionals currently using GenAI within project management processes?, (2) What are the perceived benefits and limitations of GenAI usage within the industry?, (3) What risks and concerns are associated with integrating GenAI into event project management workflows?, and (4) How do organizational factors influence the adoption and effective use of GenAI in event management?.

2. Literature Review

This literature review establishes the theoretical foundation for the research, outlining how existing knowledge and emerging developments inform its focus. Additionally, it identifies gaps in current studies, highlighting the significance of this work, and provides an overview of GenAI adoption and utilization within the industry.

2.1. Project Management in Events

The Project Management Institute (PMI) stipulates project management as the application of knowledge, skills, tools and techniques to project activities to meet project requirements, defining project as “a temporary endeavour undertaken to create a unique product, service or result” (Antwerpen 2023). The events industry is, therefore, project-based by nature, with each event representing a unique project with defined start and end, a specific set of objectives and resource requirements (Dounavi et al. 2022). Consequently, event management can be described as the comprehensive process of planning, preparing and producing an event (Antwerpen 2023). As Reusch and Reusch (2013) note, event management is a fast-growing and specialized field that operates within the broader discipline of project management, borrowing its fundamental principles but adapting them to meet unique operational and creative challenges. Understanding how project management principles apply within this dynamic context forms the foundation for professional competence in the field.

Historically, the event management industry has been described as fragmented and lacking formal structures, tools, and standards (O’Toole 2005; Dounavi et al. 2022). While creativity and innovation are central to the field, the absence of standardized systems has been linked to high-profile failures, financial losses, and reputational damage (Antwerpen 2023). In response, the industry has increasingly embraced project management principles to introduce methodological rigour, accountability, and knowledge transfer within an inherently complex and fast-paced environment (Salama 2021; Dounavi et al. 2022) However, traditional project

management frameworks often prove insufficient for the live and uncertain nature of events, characterized by complexity, uncertainty, intangible outcomes and immovable deadlines (O'Toole 2005; Reusch and Reusch 2013). This limitation prompted O'Toole (2005) to propose the Event Management Body of Knowledge (EMBOK) as a tailored framework to professionalize the industry. More recent literature advances this thinking through a synthesized Event-Project Management Body of Knowledge, designed to integrate the strengths of both disciplines rather than replace them (Antwerpen 2023). Such integration implies certain structural changes to both disciplines' BOK, namely regarding process groups, knowledge areas and approaches. These differences are comprehensively explained in [Appendix 7.2](#).

2.2. Integration of Generative AI in Project Management

Artificial Intelligence (AI) has emerged as a revolutionary technology transforming society and global economy. Despite its widespread impact, investigation on AI is considered to be in its infancy, lacking consensus on fundamental concepts and definition. However, Bozintan and Crişan (2025) identify three core characteristics that predominate in current definitions: (1) the ability to imitate human behaviour, (2) the capacity for learning and (3) the power of autonomy. These systems rely on machine learning, which develops algorithms that learn from experience (similar to human learning), detect patterns and correlations, and autonomously predict outcomes and generate solutions. While the foundations of modern AI were laid long before, around the 1950s (Bozintan and Crişan 2025), its rise in public recognition surged solely following the late 2022 emergence of user-friendly Generative AI (GenAI) tools, like ChatGPT (Tham 2025). GenAI represents a crucial evolution, moving beyond assisting human decision-making to autonomously creating new, original content, including writing styles, images from text, computer code and so on (Bozintan and Crişan 2025). By leveraging sophisticated machine learning algorithms, particularly Large Language Models (LLMs), which have the capacity to understand, generate and modify natural language, or human-like text, GenAI offers powerful

capabilities to automate tasks, optimize complex processes, augment capabilities and foster innovation (Rahi et al. 2024). These tools are becoming more accessible, cost-effective and easier to use, leading to a “democratizing effect on innovation” and inherent run for competitive advantage across all sectors and industries (PMI 2024a). Moreover, although the technology brings significant benefits, its development creates a critical societal tension between its role as a collaborative tool and its potential to displace human workers. For that reason, to ensure a stable future, it is essential to proactively manage the social and ethical aspects of AI implementation to preserve balance as this transformative technology continues to evolve (Bozintan and Crişan 2025).

The field of project management is not exempt from this revolutionary force. As noted by several authors, AI, particularly GenAI, is rapidly transforming its landscape, representing a ground-breaking opportunity to streamline project management processes and significantly boost productivity. PMI (2023) proposes the automation, assistance and augmentation framework, detailed in [Appendix 7.3](#), to present the three primary ways in which GenAI can support project management tasks, with the level of human intervention inversely proportional to task complexity. This framework is further supported by Weng (2023), who additionally argues that GenAI can be applied to all ten PMBOK knowledge areas, serving as a powerful tool to assist project managers throughout the project lifecycle. For a detailed breakdown of these utilities refer to [Appendix 7.4](#). A study conducted by Aramali et al. (2025) aimed to discern the potential applications for GenAI tools across all five project management process groups and their perceived usefulness through the eyes of project professionals. Key takeaways were a strong consensus on the utility of these tools in specific project management process groups, with the Planning and Integration phases identified as the most useful, followed closely by the Monitoring and Controlling phase. A comprehensive analysis of each phase’s perceived GenAI application and subsequent percentage, obtained through professional’s feedback, can

be found in [Appendix 7.5](#).

2.2.1. Perceived Benefits and Opportunities

The most immediate and tangible benefit of GenAI is the ability to automate routine, time-consuming tasks, allowing project managers to focus on higher-value strategic responsibilities (Weng 2023; PMI 2024b; Rahi et al. 2024). As noted in Aramali et al. (2025), “Project management is inherently inefficient without AI and automation”. Additionally, GenAI is emerging as a highly influential tool capable of transforming project management by generating novel ideas, streamlining workflows and enabling data-driven decision-making (Rahi et al. 2024). Barcaui and Monat (2023) also argue that GenAI can be a valuable augmentative tool in project planning, serving as starting point and providing a solid foundation for the project manager to conduct a more in-depth analysis and refinement of the overall plan. [Appendix 7.6](#) offers an in-depth examination of all benefits mentioned in the analysed literature.

2.2.2. Limitations, Risks and Ethical Concerns

The successful adoption of GenAI and the leveraging of its full potential tends to be hindered by significant organizational, technical and ethical challenges. Critical barriers to adoption and widespread acceptance are presented in [Appendix 7.7](#). These barriers, together with a pervading lack of understanding GenAI’s capabilities, often create resistance to change in both individuals and organizations (Weng 2023). Hence the requirement of a thorough examination of these implications for successful GenAI integration in project outcomes, especially considering its growing role and rapid evolution.

2.2.3. The Human Role

In the previously mentioned research study, Aramali et al. (2025) further concluded that, while professionals recognize GenAI’s promise, a majority (74%) hold mixed or negative sentiments regarding its adoption in project management, largely owing to underlying anxiety about job replacement. Notwithstanding, numerous authors claim that human expertise remains vital and

that professionals, including project managers, are experiencing job transformation rather than displacement. Technology is thus viewed as a complementary tool that requires human oversight (Aramali et al. 2025). This collaboration relies on contextual input and the validation of AI outputs through prompt engineering, defined as the design of inputs that guide AI systems toward desired results (Barcaui and Monat 2023; PMI 2024c). As GenAI adoption expands, prompt engineering has become a critical professional skill grounded in core project management competencies such as communication, creativity, critical thinking, logical reasoning, resilience, and curiosity (PMI 2024c). Moreover, several authors highlight irreplaceable human skills, including advanced problem-solving, adaptability, and social and emotional intelligence, which remain essential for navigating complex projects and cannot be replicated by AI (Rahi et al. 2024; Paparic and Bodea 2024).

Under these circumstances, project managers face an urgent need to develop AI fluency (PMI 2023), seeing as the prevailing view is not that “AI will replace humans”, but rather that “individuals who can effectively utilize AI will replace those who cannot” (Weng 2023). An industry report, conducted by the PMI, highlights that organizations and project professionals who are the “first movers” in GenAI adoption are already experiencing significant advantages in project performance and individual capabilities (PMI 2024a). The report also characterizes users into four groups according to their level of GenAI adoption: “Explorers” (1-15% GenAI use), “Adapters” (16-30%), “Innovators” (31-50%) and “Trailblazers” (51%+), the latter representing the high adopters of GenAI who already perceive significantly greater benefits on key aspects of project management. Felicetti et al. (2024) reveals that the successful adoption and adaptation of these tools are driven by three critical factors: (1) the manager’s personal innovation attitude, (2) the impact of peer influence and (3) the perceived task-technology fit. Moreover, Aramali et al. (2025) pursues the demographic aspects of this technological appropriation, mentioning that professionals’ attitudes are heavily influenced by generational

differences: younger individuals tend to view AI as an innovative tool for efficiency, while older or more experienced workers express greater scepticism and concerns. However, in the previously mentioned PMI report, the large majority of senior leaders (82%) expect AI to influence project execution (PMI 2023).

2.2.4. Organizational Requirements

Organizational support has become an imperative for driving widespread and effective GenAI adoption. The PMI (2024a) report shows a strong correlation between organizational enablement and the degree of GenAI adoption in project management. Experts express the fundamental need for organizational support mechanisms, namely having a coherent policy on GenAI adoption, investing in training programs, promoting a collaborative and safe learning atmosphere and environment for experimentation (PMI 2024a; Felicetti et al. 2024). Weng (2023) supplements this perspective urging the establishment of robust support infrastructures, such as dedicated AI support teams, to provide non-technical staff with guidance, troubleshooting and best practices. He states that a proactive approach to change management is required, including clear communication on AI's benefits and limitations and explicit ethical guidelines, to navigate cultural shifts and foster a culture of innovation. [Appendix 7.8.](#) displays an organizational framework for responsible GenAI integration outlined as a recommendation by Paparic and Bodea (2024). Ultimately, successful GenAI integration is not merely a technical challenge but a human-centric one. It will depend on an organization's ability to build trust and demonstrate value, treating AI not as a replacement for human expertise, but as a powerful partner in achieving project goals (Aramali et al. 2025).

2.2.5. Future Perspectives

The rapidly evolving capabilities of generative AI models suggest that they will become increasingly valuable in the project planning process (Barcaui and Monat 2023). Weng (2023) believes that future development should focus on improving GenAI tools' ability to understand

the unique context of each project, including organizational culture and team dynamics to provide more tailored recommendations. He stresses his argument suggesting the development of customized, industry-specific AI-solutions, which will address unique sector challenges and pain points.

2.3. State of the Art in the Events Industry

Building on the previous chapter's exploration of GenAI in project management, the events industry demonstrates a strikingly similar pattern of perceived benefits, risks and shifting human-organizational roles.

Across the literature, the benefits of GenAI in event management mirror those observed in project management, with greater efficiency, improved decision-making and cost savings being constantly highlighted. Resource optimization is further emphasized as a crucial event operational improvement, as GenAI can enhance venue selection, staff scheduling and equipment logistics through predictive and real-time analysis (Halim et al. 2023). However, in the events context, the advantages that stand out are those directly related to attendee experience. Personalization sits at the forefront, with AI-driven recommendation systems, tailored content and adaptive engagement tools reshaping how individuals navigate events (Halim et al. 2023; Tham 2025; Parry 2025). Chatbots and virtual assistants that provide 24/7 support are also boosting customer satisfaction. Marketing and promotion emerge as another prominent benefit, with GenAI enabling precision targeting and higher campaign effectiveness (Halim et al. 2023). Importantly, a study conducted by Pantano et al. (2024) suggest that GenAI-supported design does not diminish perceived authenticity or emotional value, indicating strong potential for AI-mediated creativity in event experiences. At the same time, concerns in the events industry reflect those raised in project management, though some are felt even more strongly. Data privacy and security risks, financial hurdles and the lack of training remain major barriers (Parry 2025). Nonetheless, event professionals are particularly worried about the

potential loss of human touch in a people-centric industry, built around connection and experience. Literature highlights fear of depersonalization, reduced empathy and the replacement of human creativity (Halim et al. 2023; Tham 2025; Pantano et al. 2024). Parry (2025) further alerts professionals to the risk of over-reliance and usage of generic GenAI-generated content, as it can feel impersonal and detract from the authentic connection that makes live events powerful. Questions around intellectual property are also prominently feature in discussions, given the industry's dependency on content and creativity to create value. These issues are accompanied by broader concerns such as job displacement, regulatory uncertainty and the environmental cost of large-scale GenAI adoption (Tham 2025).

Even with these challenges, the industry's mindset toward GenAI can best be described as "cautious but curious" (Parry 2025). Organizations increasingly recognise GenAI as a strategic imperative rather than a peripheral tool. Those who adopt early may shape the future of event experiences and gain a clear competitive edge, while those who wait risk falling behind in a crowded market that is increasingly driven by personalization and digital interaction (Halim et al. 2023). Professionals are carefully experimenting with these tools, testing new features, evaluating vendors and trying to balance efficiency with the unique human requirements. In this transition period, GenAI is viewed not as a replacement for event professionals, but as a technological partner that can augment strategic thinking and free human talent to focus on high-value, interpersonal work (Bevolo and Draeger 2024; Parry 2025).

2.4. Need for Research

Despite the fast-growing interest, academic research on the impact of GenAI in the events industry is still extremely limited. This gap creates opportunities for deeper empirical study, particularly around current use, implementation strategies, ethical governance, human-AI collaboration and future perspectives. Because event management shares, as demonstrated in Chapter 2.1., structural similarities with project management, existing research from this field

can serve as a helpful starting point for exploring potential GenAI adoption in events.

3. Methodology

This chapter details the methodology employed in this study, including research design, data collection, and analytical techniques used to examine GenAI's impact on project management in the events industry. The study is significant academically, addressing gaps at the intersection of GenAI, project and event management, and laying a foundation for future research. Professionally, it offers practical insights to help event managers and organisations adopt AI-driven tools to enhance efficiency, innovation, and engagement.

3.1. Research Questions

This research is guided by the following questions:

- *RQ1*: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?
- *RQ2*: What are the perceived benefits and limitations of GenAI usage within the industry?
- *RQ3*: What risks and concerns are associated with integrating GenAI into event project management workflows?
- *RQ4*: How do organizational factors influence the adoption and effective use of GenAI in event management?

These questions serve as the foundation for the chosen methods, guiding both data collection and subsequent analysis.

3.2. Research Approach

STAGE 1: DESIGN

A triangulation approach was adopted, combining qualitative and quantitative methods, as well as primary and secondary data sources. More than simply serving to confirm or reinforce confidence in the research findings, this approach promotes a deeper and more integrated understanding of the subject under investigation, while also contributing to the overall rigor and robustness of the study (O'Cathain et al. 2010; Heale and Forbes 2013). The implemented methods were primarily based on data triangulation, achieved through the use of different sources of data (Wilson 2014).

STAGE 2: DATA COLLECTION

Secondary Data

To establish a theoretical framework, provide a comprehensive overview of existing literature and identify knowledge gaps in the current academic discourse on the research topic, a comprehensive literature review was first conducted. Given the novelty and rapid progression of GenAI, especially its usage within project management processes in the events industry, a semi-systematic approach was adopted for this literature review. This method is particularly suited for exploring evolving and transformative research areas where theoretical foundations are still developing, as it combines structured search procedures with thematic synthesis to capture both established and emerging perspectives on the topic (Snyder 2019). The process began with clearly defining the research questions, as outlined above, followed by a targeted search of academic databases - EBSCO, Google Scholar, ScienceDirect - using a defined set of keywords and thematic categories aligned with the research objectives. Clear inclusion and exclusion criteria were established to ensure relevance, quality and credibility of selected sources (Lame 2019). The research was subsequently expanded through citation tracking to identify additional relevant studies. Resulting from this analysis, the conceptual foundation, upon which the primary data collection was designed and interpreted, was provided.

Primary Data

Survey: The primary data for this study was collected through a structured survey designed to provide quantitative insights into the adoption and perception of GenAI in event project management. This method aimed to collect measurable data suitable for statistical analysis, capturing broader industry trends. A non-random, expert-based sampling was used (Mohanasundaram and Harsha 2024), with the survey distributed through networks of event professionals and participants encouraged to share it further to increase reach and diversity of responses. To maximize engagement and response rates, the questions (Appendix 7.9.1.) were kept simple, clear and concrete, ensuring that respondents could complete it efficiently while still providing meaningful input.

Interviews: To complement the quantitative data gathered from the survey, a series of 14 semi-structured interviews with industry experts were conducted, which provided valuable insights and direct perspectives on how GenAI is being adopted and its perceived impact in workflows and projects within the event industry. This approach enabled participants to share experiences openly while maintaining consistency across interviews. The interview guide was developed and shared with participants in advance to ensure clarity and preparation. Although respondents were required to have relevant event industry experience, a deliberately heterogeneous sample, varying in tenure, roles, and nationalities, was selected to capture GenAI's impact across diverse organisational contexts.

STAGE 3: ANALYSIS

Survey: The survey produced 30 valid responses (n=30). While this figure aligns with the commonly referenced minimum sample size associated with the Central Limit Theorem (CLT), indicating that the data is adequate for producing stable descriptive summaries, it remains insufficient for more advanced statistical testing or for drawing generalizable conclusions about the wider industry (Memon et al. 2020). For this reason, the quantitative analysis was intentionally limited to descriptive statistics, including percentages, frequency distributions and simple graphical representations of variables, which were mostly categorical. Results are presented in Appendix 7.9.2. This non-inferential approach allowed the study to highlight patterns and tendencies in the sample without overstating the strength or applicability of the findings.

Interviews: The resulting data analysis was conducted using the Framework Method as described by Ritchie and Spencer (1980). This method is a structured approach to qualitative data analysis that sits within the broader family of thematic and qualitative content analysis methods. It is particularly well suited to the analysis of semi-structured interview transcripts, as it enables researchers to identify commonalities and differences across participants while preserving the contextual integrity of each individual account. Through the development of an analytical matrix, the method supports systematic comparison and allows descriptive and explanatory insights to emerge from the data. Its transparent structure also makes it well suited to studies that integrate qualitative and quantitative components (Gale et al. 2013). The analysis steps are outlined in Appendix 7.10., along with the resulting framework matrix organised by interviewee.

STAGE 4: INTERPRETATION

Findings from different methods are compared side by side to identify areas of convergence (agreement), complementarity (added insights on the same issue), or dissonance (contradictions). This triangulation process strengthens the overall interpretation by integrating multiple perspectives and highlighting both consistencies and tensions across the data (O'Cathain et al. 2010).

Figure 1: Four-Stage Mixed-Methods Research Methodology Adopted in the Study

4. Findings and Discussion

This section outlines the triangulation results for each research question. The discussion integrates findings from both the quantitative and qualitative analyses, offering a broader interpretation that brings together existing literature insights and perspectives drawn directly from industry professionals. [Appendix 7.9.2.](#) provides a visual overview of the survey results,

while [Appendix 7.10.2](#), offers further examination of the interview findings.

4.1. Professional Background

Both the survey and interviews began with introductory questions to categorise respondents by professional experience. In Table 1, an overview of key findings regarding these questions is presented.

Dimension	Survey Results	Interview Results
Roles	Majority hold senior positions with significant responsibility, primarily in events or marketing.	Majority hold senior positions with significant responsibility, primarily in events or marketing.
Geographical Coverage	Portugal: 63% Worldwide: 13% Europe: 7% Other (Asia, America, Middle East) with small representation.	Portugal: 64% Remaining respondents operate in Africa, Asia, or UK, or are based in these regions but operate globally.
Event Specialization	63% specialize in multiple event types Business & Corporate: 23% Entertainment & Leisure: 17% Conferences/Meetings/Conventions: 17%	Business & Corporate: 43% Sports: 36% Other categories less represented
Professional Experience	Most common tenure: >20 years (23%)	Wide variation across respondents Average tenure: 12.7 (sd=10.0) years of experience

Table 1: Overview of Participants' Professional Background (Survey and Interviews)

4.1.1. Project Management Application

As to validate the literature-based conclusions presented in Chapter 2.1 on the use of project management frameworks in the events industry, respondents were asked whether they apply such frameworks in their work. Survey results indicate that most do not apply formal methodologies (63%), a finding reinforced by interviews, where 71% reported not using any project management framework. Even among the minority who responded positively, several interviewees were unable to identify or define the frameworks they claimed to use, with PMBOK occasionally cited only as a theoretical reference for understanding the so-called “event flow.” To explore these results, interviewees were invited to describe their event planning and execution processes. Most manage events end-to-end, relying on experience rather

than formal methodologies. However, their task descriptions consistently reflected core project management principles, including recognised process groups as defined by Reusch and Reusch (2013) and Dounavi et al. (2022), and key knowledge areas such as scope, time, cost, and resource management, albeit under different terminology. Agile and iterative practices, as proposed by Salama (2021) were also frequently mentioned, particularly in response to ongoing feedback. While some participants described their processes as ‘archaic’ and called for standardisation, most deemed this impractical due to event uniqueness. The analysis also revealed a significant knowledge gap in project management principles, with many practitioners applying methods unknowingly or without understanding their foundations.

4.2. RQ1: Current Use of GenAI

As noted by several interviewees, GenAI is becoming increasingly integrated into daily professional life. With the intention of comprehensively grasping how event professionals are effectively using GenAI-powered tools within their workflows, various aspects were considered and analysed.

4.2.1. GenAI Application Across Knowledge Areas

Building on Weng’s (2023) belief that GenAI can be applied across all ten PMBOK knowledge areas, participants were asked to indicate which of these areas do they currently use GenAI in. Survey and interviews results alike demonstrate that GenAI is predominantly applied in Communication and Marketing Management, supporting O’Toole’s (2005) argument for the establishment of an EMBOK framework with broader knowledge areas. Interview insights further revealed that, within the previously mentioned areas, GenAI is being used as a support tool for tasks such as design, sales, creativity, image creation and for drafting communication in a preferred tone. Some professionals have begun exploring GenAI for logistics and budgeting, but its use remains largely limited to basic tasks such as information search, validation, wording support, and document analysis. This indicates that GenAI is not yet fully

or systematically integrated into specific knowledge areas.

4.2.2. Knowledge on GenAI Tools

ChatGPT is, as expected, the most popular tool, with 93% of survey respondents and 100% of interviewees reporting familiarity with it. Moderate knowledge in Google Gemini and Microsoft Copilot is also perceived. Nevertheless, scarcely any participant is aware of existent field-specific tools, neither for project nor event management. Within survey results, only 13% stated being versed in ClickUp AI, Miro AI or Notion AI. Furthermore, from the interview findings, only one interviewee communicated having experimented with such project-management-specific tools. Nonetheless, several interviewees mentioned using CRM or sales-specific tools, which already include GenAI features.

4.2.3. GenAI Usage Characteristics

Dimension	Triangulation Findings
Frequency of Use	The more commonly observed frequency in survey respondents is “a few times a week” (37%), with 13% of participants claiming no use of such tools. This differs from interview findings, in which 64% of interviewees utilize them daily, with solely one participant declaring no use whatsoever.
Proficiency	Survey participants were asked to define, in a Likert scale from 1 to 5, how experienced they feel using GenAI tools. Half characterized their proficiency as medium (number 3 on the scale), followed by 23% describing it as medium-low (2). Corresponding results were observed among interviewees, many of whom stated finding themselves in an experimenting and learning phase.
Extent of Integration	Elaborating on the PMI (2024a) report, which classifies users according to their level of GenAI incorporation in daily tasks, survey participants were asked to select the percentage range that best reflected their own use. Analysis of the results show that 63% of respondents fall into the “Explorers” category, 20% are “Adapters”, 3% “Innovators”, and none are “Trailblazers”.
Tools’ Perceived Support	Both survey and interview participants were asked to indicate the extent to which GenAI tools support their work, using PMI’s (2023) automation-assistance-augmentation model. Findings were consistent across methods, with “assistance” being the most commonly reported form of support, and “augmentation” the least observed. A deeper analysis of interview insights revealed that many participants aspire to reach the augmentation stage, believing it will bring greater benefits and represent an ideal synergy between human and technology. Those who have already reached this stage describe GenAI as a professional colleague with whom they share and discuss ideas.
Duration of Use	The most common duration of GenAI use among all participants is between 6 and 12 months. The first movers, as defined by PMI (2024a), comprise only 17% of survey respondents and 21% of interviewees, with the longest reported period of use being 4 years. When asked about their initial motivations for adopting GenAI, interviewees repeatedly cited similar factors. Many referred to the demonstrated benefits to their workflows, observed through word-of-mouth, their own firsthand use, or the use of colleagues. Others emphasized the need to keep up with an emerging, rapidly evolving technology that has increasingly become a professional trend.

Table 2: GenAI Usage Characteristics Among Respondents (Survey and Interviews)

4.2.4. Perceived Pace of GenAI Adoption in the Events Industry

To gain a comprehensive understanding of professionals' perspectives on the pace of GenAI adoption in the events sector, survey participants were asked to rate, on a Likert scale from 1 to 5, how quickly they believed GenAI is being integrated into the industry. Responses were concentrated between “moderate” and “moderately fast”, each representing 30% of the sample. Interview insights, however, presented a somewhat different pattern: 29% of interviewees perceived the adoption pace as moderately fast, followed by 21% who assessed it as very slow, and 14% allocated to each of the remaining three options. These discrepancies may be attributed to the type of events professionals work in, as the entire 21% who rated adoption as very slow operate within the same segment. Notwithstanding, most interviewees compared the events sector to other industries when answering this question. All indicated that adoption in events is slower than in most sectors, largely due to deep-rooted industry legacies and the irreplaceable human component, reinforcing the literature findings presented in Chapter 2.3.

4.3. RQ2: Benefits and Limitations

Among the underlying reasons for adopting, or not, GenAI are the perceived benefits it brings into workflows and the limitations that act as barriers to its integration and use. Identifying these factors is critical, as recognizing the benefits allows them to be more effectively leverage, while understanding the limitations enables the development of strategies to mitigate them, thereby supporting successful GenAI adoption.

4.3.1. Perceived Benefits

Survey results declare “time savings” as the primary perceived benefit, followed closely by “improved productivity and task automation”. “Enhanced efficiency” and “increased creativity” are considered critical benefits as well. Interview analysis showed that while multiple benefits were noted, the dominant theme was GenAI’s role in enhancing creativity by

inspiring novel ideas and solutions. Both methods agreed that GenAI streamlines workflows through task automation, freeing time for higher-value activities. As one participant stated, ‘I see these tools improving everything by at least 50% if adopted.’ However, some advantages highlighted in literature remain underexplored and largely untapped.

Once asked to share examples of positive contributions of GenAI to event project outcomes, most interviewees described benefits at a relatively basic level, such as document summarization, information gathering, and project or product validation. A few participants have begun experimenting with its application in event logistics, reporting promising results in areas like venue searches or coordinating accommodation and transport. As previously noted, marketing and design remain the domains where the most visible advantages are currently observed. Additionally, one interviewee highlighted the potential value of GenAI in the Monitoring, Controlling, and Closing phases of projects, particularly for generating reports and suggesting improvements for future events. Overall, these insights indicate that there remains significant untapped potential for GenAI’s use across the full event lifecycle, from planning to execution and post-event evaluation.

4.3.2. Perceived Limitations

Regarding the most observed barriers to GenAI adoption, survey analysis shows “lack of knowledge and training” as the main limitation. This belief is further echoed by interviewees, with one in particular claiming that “the biggest challenge is people understanding the tool and developing the skills needed to manoeuvre it”. A limitation also brought to the fore in both methods is a certain degree of resistance or reluctance from employees or management, with several interviewees noting that this may be driven by generational differences, an idea already sustained by Aramali et al. (2025).

The overwhelming number of available tools, their still-developing capabilities, and their frequent inability to generate valid solutions for complex event specifications were among the

additional GenAI limitations identified. Participants also noted that outputs often lack a sufficiently human tone to be seamlessly integrated into communications. The most prominent limitation, however, was the inconsistency and inaccuracy of the information provided, which renders GenAI somewhat unreliable. Consequently, most interviewees emphasized the need to remain critical and to apply strong evaluative judgement when using such tools.

Lastly, data privacy and security concerns, along with ethical and transparency issues, were also identified as key barriers to GenAI integration. These topics will be examined in greater detail in Chapter 4.4., which focus on risks and ethical considerations.

4.3.3. Stakeholder Perceptions on GenAI Use

Most interviewees reported that stakeholders are not yet aware of GenAI use in their work, and therefore it does not influence their expectations or satisfaction. One participant even noted that stakeholders are primarily concerned with the final outcome, rather than the methods employed. Among those whose stakeholders are aware of GenAI's application, opinions were generally positive. Most described stakeholder's perceptions as favourable and normalized, often because they use GenAI themselves, aligning with the findings from Pantano et al. (2024). Contrastingly, two interviewees pointed out that GenAI still carries a negative connotation in some cases, making its use difficult to accept or disclose transparently.

4.4. RQ3: Risks and Ethical Concerns

Understanding how professionals in the events industry regard the risks and ethical issues associated with GenAI is indispensable, as these perceptions directly shape its adoption, inform organizational policies and influence the extent to which the technology can be safely and successfully integrated into event management practices.

4.4.1. Perceived Risks

Survey participants were asked to select, from a list of risks identified on existing literature, those they associate with GenAI usage in event project management. Results indicate that the

most commonly perceived risk is the “loss of human touch” (25%), followed by “reduced critical thinking” (22%). However, when asked to identify the single most significant risk, “reduced critical thinking” received the highest number of responses (37%). Interview findings supported this result, although many participants referred to the risk more broadly as “over-reliance”. Further exploration on this concept revealed that interviewees were using it to refer to blindly trusting GenAI and using its generated content without verification or critical review. One interviewee even described it as unethical when the technology is used as a substitute for one’s own intellectual effort, echoing Parry’s (2025) beliefs.

“Lack of knowledge” was once again highlighted as a significant concern, as some interviewees suspect that large-scale adoption without a proper understanding of GenAI’s foundations could lead to massive failures in events. Additional mentioned risks include the loss of personalization, accountability and transparency issues, and, as one interviewee explicitly warned, the growing inability to “discern what is human or machine anymore”. Data privacy and security risks, which will be analysed in more detail in the next subchapter, were also introduced in this section, namely when an interviewee noted the risk of people not realizing that all that is introduced in these tools, and the internet in general, is “kept forever”.

4.4.2. Ethical and Data Privacy Concerns

To assess the perceived significance of ethical and data privacy issues when applying GenAI to client or event data, survey respondents were asked to rate the importance of this topic on a scale from 1 to 5. The majority considered it extremely significant (40%) or moderately significant (33%), while only 3% regarded it as not significant at all. Interview results corroborated these findings, with solely one interviewee suggesting that the relevance of these issues is overstated. Interviewees’ reasons for the high significance of these issues mirror those discussed in the literature review. Furthermore, 64% of participants stated that they do not enter any sensitive data into GenAI tools, citing concerns over data storage and access. One

interviewee remarked, “this is one of the biggest challenges: to not cross the line, when sometimes it's so easy to do so”, while others reflected on the limited understanding of potential future implications. Although no real professional situations were reported in which GenAI caused these issues, some participants still emphasized the importance of organizations promptly safeguarding their rights and intellectual property.

4.4.3. Impact on Skills and Roles

Even though they represent a smaller portion of the survey sample, some professionals firmly believe that GenAI will substitute certain human functions and values or lead to the creation of entirely new roles and skill sets. When this topic was explored in the interviews, several interviewees expressed concerns about the potential loss of critical skills in the events industry, such as critical thinking, genuine dedication and communication capabilities. Others acknowledge that while some roles may indeed be replaced, many will likely be redefined, particularly in areas such as marketing, PR, design and possibly even in the planning phase of events. Moreover, there appears to be a consensus that GenAI will lead to a reduction in human resources needed across all areas, including event management. However, most argue human involvement remains essential in the events sector, especially on-site, where adaptability and real-time decision-making cannot be replicated by GenAI. Accordingly, 77% of survey participants believe that “GenAI will automate tasks and augment human capacities, but humans will remain essential”. Withal, 57% of interviewees portray GenAI as a complementary tool or assistant to collaborate with, rather than a substitute. These findings align closely with the theory on GenAI’s impact on human roles proposed by Aramali et al. (2025), presented in previous chapters.

4.4.4. Feelings on GenAI’s Evolution

Participants were asked to best describe their feelings about the pace of GenAI’s evolution by selecting one of three categories: “concerned”, “confident” or “both”. Among survey

respondents, 47% reported feeling concerned, 43% selected both and only 10% feel confident. In contrast, amidst interviewees 50% hold feelings of both confidence and concern, 36% expressed only confidence and 14% disclosed feeling solely concerned. When probing the reasons behind these sentiments, it was noted that concerns stem from GenAI's rapid evolution, its inability to grasp ethical principles, lack of global regulation, and fears of human obsolescence. One participant described its capacity to learn and seemingly endless capabilities as 'scary', while another worried about future generations, noting it is hard to see how humans can remain 'competitive against something that thinks in such a similar way, produces better and does not need to rest'. Conversely, confidence arises from recognising GenAI's benefits and viewing it as a support tool rather than a replacement. As one interviewee stated, 'putting up resistance is just to swim against the tide', and another expressed confidence because their company provides training to keep employees up to date with rapid technological change. This observation leads into the next chapter on how organisational support influences GenAI adoption.

4.5. RQ4: Organisational Support and Strategy

Survey participants were first asked to evaluate their organizations' level of encouragement regarding the use of GenAI tools in daily workflows. Although most respondents already report moderate levels of encouragement, 27% indicated receiving no encouragement at all, and only 17% rated their organization as highly encouraging. When asked about the forms of support provided, the two predominant approaches were "encouraged knowledge sharing" and "offered access to paid GenAI tools or subscription", followed closely by the "provision of training or workshops on GenAI tools". Interview findings present a slightly more pronounced picture: 64% of interviewees claim that their organizations provide no encouragement, aside from informal suggestions such as "use it because it's useful", leaving employees to explore the tools independently. Nonetheless, interviewees who are themselves business owners express interest

and willingness to implement and invest in GenAI solutions, with some arguing that, once training massifies, "it will be one of the most important trainings in the future". The remaining 36% of interviewees reported receiving organizational encouragement, primarily through training. Responses in this section also introduced the potential influence of an organization's size on its level of GenAI adoption. However, no clear conclusion could be drawn from the available data, as results were contradictory: some interviewees attributed low adoption to the company being too small and lacking resources, while others associated it with being too large to easily or rapidly adapt to change.

In a next step, the research explored whether organizations possess a clear and defined strategy or framework for GenAI implementation. Both survey and interviews showed concerning results, with the majority of participants (93% in the survey and 64% in the interviews) disclosing that their organizations lack any formal structures for integrating this technology. The few that responded positively explained that their organizations have already designated specific individuals, or even established AI-focused departments, responsible for analysing available tools, selecting and communicating those deemed suitable for the business, and providing the foundation, training and support employees need to use them effectively.

When prompted to reflect on the importance of organizational alignment and leadership support for successful GenAI adoption, only 7% of survey participants considered it have no relevance. Among interviewees 86% assessed it as extremely important, with several stressing that GenAI adoption, as any significant organizational change, must be introduced and backed by management positions in order to be effectively implemented. These findings exhibit that even organizations remain largely distant from the recommended steps for GenAI adoption outlined in Chapter 2.2.5. of the Literature Review. Very few have implemented structured mechanisms to effectively harness this emerging transformative technology.

4.5.1. Organizational Readiness for Emerging GenAI Trends

Organizations will increasingly need to anticipate the accelerating influence of GenAI and the operational shifts it may provoke. To explore which developments warrant particular attention, interviewees were asked to identify emerging trends they believe event organizations should monitor. Four were consistently highlighted: the need for new ways of working and potentially new departmental structures; the risk of GenAI-generated events becoming replicative and lacking personalization; the facilitation of more sophisticated scams, such as bots impersonating attendees; and a significant rise in competitive pressure. The latter emerged as the most recurrent theme, with several interviewees stressing that organizations failing to adopt GenAI “will be left behind”. Some also pointed to startups, built with GenAI integration from formation, as likely sources of heightened competition, while others emphasized cost efficiency as a future differentiator: “an agency that has optimized processes versus one that does not, will have much lower costs and be much more competitive”. In hope of supporting organizations in responding to these anticipated developments, a set of recommendations, derived from both the literature and interview insights, is presented in [Appendix 7.11](#).

4.6. Future Perspectives

Finally, the study considered what event professionals envision as GenAI’s future applications and features for the industry, and how these developments may reshape customer expectations and event experiences.

4.6.1. GenAI’s Future Applications and Features

As Weng (2023) anticipated, most interviewees believe that the next stage in GenAI’s evolution will involve the development of industry-specific GenAI-powered applications or platforms, enabling professionals to plan and coordinate events from start to finish within predefined specifications. Others expect GenAI functionalities to be embedded into existing event platforms or software, further automating and streamlining event management processes.

Additional introduced future features include GenAI-driven chatbots, image-generation tools and GPT-based models designed specifically for events.

4.6.2. Impact on Future Customer Expectations and Event Experiences

Across both methods, approximately 80% of participants are of the opinion that GenAI will inevitably influence client expectations and the nature of event experiences. Survey respondents predominantly suspect these changes to manifest as through heightened demands for accelerated service and response times, as well as a greater level of event personalization. Interviewees share similar views, with many referring GenAI's capacity to support deeper creative exploration, enabling more innovative, "wow-effect" events, "far beyond what was ever imagined". However, one interviewee alerted for a growing challenge: clients, now having access to the same tools as professionals, may feel empowered to undertake tasks themselves, despite lacking the expertise to execute them correctly.

4.6.3. GenAI as a Standard Practice in Event Management

When asked whether they believed GenAI will become a standard component of event management practices, 77% of survey participants and 93% of interviewees answered affirmatively, expressing confidence that its use will continue to grow and become integral to the industry. This finding aligns with Barcaui and Monat (2023), who suggest that GenAI will play an increasingly valuable role in project planning processes. Nonetheless, participants noted that widespread adoption remains contingent upon professionals acquiring greater knowledge and expertise on how to best use the technology and having more accessible, user-friendly tools to facilitate effective implementation. As one interviewee succinctly put it, the key question remains: "How to do it and with which tools?"

5. Conclusion

5.1. Concluding Remarks

The study confirmed that Generative AI (GenAI) is beginning to transform the event

management landscape, echoing similar shifts observed in the broader field of project management. Although there is strong confidence that GenAI will become a standard component of event management practices, current adoption remains basic, with most professionals categorized as “Explorers” (**RQ1**). Key findings confirm that the most immediate benefits are projected time savings and improved productivity through automation, while many also recognize GenAI's capacity to significantly augment creativity (**RQ2**). However, realizing this potential is currently hindered by a pervasive lack of knowledge and training, coupled with output inaccuracy and the critical risk of reduced critical thinking or "over-reliance" (**RQ3**). Furthermore, organizational readiness remains low, as most organizations lack a clear and defined strategy, despite literature correlating organizational enablement with successful adoption (**RQ4**). Despite anxiety about job displacement, the prevailing view is that GenAI will automate tasks and augment human capabilities, but human involvement will remain essential, particularly due to the irreplaceable nature of competencies such as adaptability in the live events sector. Finally, there is strong confidence that GenAI will become a standard component of event management practices, which is expected to increase competitive pressure, heighten customer demands for accelerated service and enhance personalization.

5.2. Limitations

The main limitation of this research is the small survey sample, which prevented deeper statistical analyses and industry-wide generalisations. Another constraint is the predominance of participants operating in Portugal. Although some respondents were international, findings may still reflect a bias towards the Portuguese event market.

5.3. Directions for Future Research

Future research could build on this framework with larger, more representative samples to test the robustness and transferability of observed patterns and draw industry-wide inferences. The mixed-methods analysis also revealed potential correlations (see [Appendix 7.12.](#)) that warrant

further study. Additionally, given respondents mainly referenced general-purpose GenAI tools, future work should examine the applicability and value of specialised tools for project and event management. Lastly, comparative case studies between organisations that have successfully integrated GenAI and those yet to adopt it could provide evidence on benefits, challenges, and best practices for effective implementation.

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7. Appendices

7.1. Disclosure Statement

In the present work, GenAI tools, namely ChatGPT-5.2 and Microsoft Copilot, were used for grammatical revision and text reformulation. Additionally, NotebookLM was employed to summarize read literature and findings. These tools were employed under the author's supervision, and all generated content was verified for accuracy. The authorship and validation of the content remain entirely the responsibility of the author, with the use of artificial intelligence being in accordance with institutional standards of academic integrity.

7.2. Structural Integration of Event-Project Management Body of Knowledge

7.2.1. Process Groups

In both project and event management, work is organized into phases, known as “process groups”, that collectively describe a project's life cycle. However, as Reusch and Reusch (2013) explain, a critical structural difference distinguishes event management: the execution phase is divided into two parts, as illustrated in Table 3.

Process Groups in Project Management	Process Groups in Event Management
Initiating	Initiating
Planning	Planning
Executing	Implementing
	Executing
Monitoring & Controlling	Monitoring & Controlling
Closing	Closing

Table 3: Comparison of Process Groups in Project and Event Management

This dual-phase structure is further elaborated by Dounavi et al. (2022), who distinguish

between “Project Implementation” and “Event Implementation”. The first encompasses all broader preparation tasks leading up to the event, whereas the second covers the critical and compressed period immediately before, during and after the event. This is the core deliverable of the project and the primary determinant of its perceived success. In this condensed phase, tasks must be executed under intense pressure, creating a distinctive management challenge.

7.2.2. *Knowledge Areas*

The knowledge areas that support event management also extend beyond those traditionally found in project management. In Table 4, it is observable that, while they share common ground, event management expands some categories to reflect its unique operational demands.

Knowledge Areas in Project Management	Knowledge Areas in Event Management	Reason for Difference
Integration	Integration	
Scope	Scope	
Time	Time	
Cost	Cost and Finance	Event management involves not just managing a budget, but also forecasting and handling complex revenue streams from ticket sales, sponsorships, and merchandising.
Quality	Quality	
Human Resources	Human Resources	
Communication	Communication, Information Systems	To reflect the need to manage real-time information flow to disparate groups, such as attendees, staff, security, and the press, through various integrated systems
Risk	Risk	
Procurement	Procurement, Infrastructure, Logistics	Events require managing large-scale physical assets like venues, staging, power, and security barriers, which is far beyond the scope of typical project procurement.
Stakeholder	Stakeholder	

	Marketing	This reflects a critical shift in mindset from internal resource management to external audience engagement and revenue generation through sponsorships and ticket sales, tasks not typically central to a standard project.
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Table 4: Comparison of Knowledge Areas in Project and Event Management

The most distinctive addition is Marketing, introduced as a separate knowledge area to capture the emphasis on audience engagement and value creation, which lies at the heart of event success (Reusch and Reusch 2013). O’Toole’s argument for a distinct EMBOK aligns with these expanded domains of expertise. It suggests that event management’s combination of creativity, uncertainty and live personalised experiences requires an approach that prioritizes proactive design and marketing, knowledge areas often peripheral in conventional project management.

7.2.3. Approaches

The events sector faces new and pressing challenges that necessitate a shift towards sustainability, agility and technological innovation. Therefore, a successful event manager must possess a versatile toolkit that integrates traditional (predictive or waterfall) project management methodologies with more flexible, adaptive frameworks. Salama (2021) introduces Agile Project Management (APM) as a potential solution, noting that its iterative and responsive approach can help teams navigate uncertainty more effectively, encouraging continuous collaboration and embracing change as a natural part of the process.

In synthesis, event management today stands at the intersection of creativity and structure, requiring professionals to balance artistic innovation with operational precision. As Dr. Joe Goldblatt wrote, “the careful merger of event and project management will be recorded by historians of event literature as one of the most significant advancements in event management during the twenty-first century” (O’Toole and Mikolaitis 2002).

7.3. PMI's Automation-Assistance-Augmentation Framework

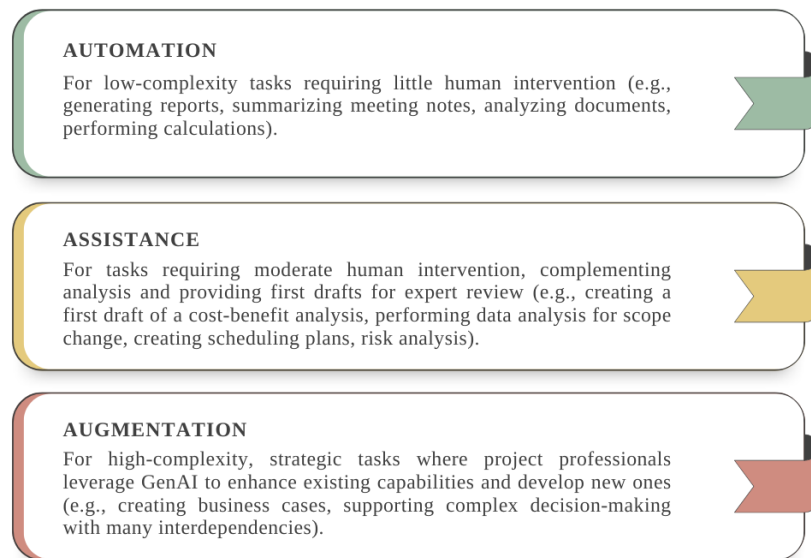


Figure 2: Automation-Assistance-Augmentation Framework as described by PMI (2023)

7.4. Application of GenAI Across PMBOK Knowledge Areas

Knowledge Areas in Project Management	GenAI Utility
Integration	Assisting in drafting project charters, generating comprehensive project management plans, creating status reports, and conducting post-project reviews.
Scope	Helping create project scope statements, developing Work Breakdown Structures (WBS), managing scope change requests, and streamlining scope verification.
Time	Aiding in the estimation of activity durations, creating project schedules and Gantt charts, optimizing critical paths, and monitoring progress.
Cost	Assisting with project cost estimation, creating budgets, conducting cost-benefit analyses, and tracking expenses.
Quality	Helping to create quality management plans, identify quality risks, support quality control activities, and generate performance reports.
Human Resources	Supporting the development of a Resource Breakdown Structure (RBS), facilitating resource planning and estimation, and aiding in resource allocation and leveling.
Communication	Assisting in the development of communication plans, creating tailored communication materials for different stakeholders, and streamlining the documentation of lessons learned.
Risk	Helping to identify, assess, and prioritize risks, develop risk response strategies, generate risk reports, and support contingency planning.
Procurement	Assisting in creating procurement plans and Requests for Proposals (RFPs), aiding supplier evaluation, and supporting contract negotiation.
Stakeholder	Aiding in stakeholder identification and analysis, creating stakeholder registers, developing engagement strategies, and supporting conflict resolution.

Table 5: Detailed Breakdown of GenAI Utilities in PMBOK Knowledge Areas as introduced by Weng (2023)

7.5. Application of GenAI Across PMBOK Process Groups

Process Groups in Project Management	GenAI Utility	Consensus on Usefulness
Initiating	GenAI can automate the identification of project requirements, goal setting, scope definition, and the drafting of project charters.	67%
Planning	Studies highlight GenAI's ability to improve quality planning and formulate project plans and schedules, complementing human managers' input through skilled prompt engineering.	86%
Executing	The technology facilitates the automation of task assignments based on real-time progress and resource availability.	
Monitoring & Controlling	Capabilities include real-time data analysis, predictive analytics, automated reporting, and generating variance analysis narratives to maintain project integrity.	75%
Closing	GenAI can assist in post-project reviews, resource release, and the systematic collection of lessons learned.	

Table 6: Comprehensive Analysis of GenAI Applications in PMBOK Process Groups with Consensus Percentages from Professional Feedback as identified by Aramali et al. (2025)

7.6. GenAI Benefits in Project Management

Benefit	Description	Key Sources
Improved Productivity	Automates routine, time-consuming tasks, freeing project managers and employees to focus on innovation, strategic decision-making, and value delivery.	PMI (2024a), PMI (2024b), Aramali et al. (2025)
Enhanced Efficiency	Boosts accuracy and efficiency in planning, risk management, resource optimization, and forecasting through automation.	Weng (2023), PMI (2024a), Paparic & Bodea (2024)
Creativity & Idea Generation	Augments professionals' creativity and problem-solving, supports brainstorming with diverse perspectives, and enables generative design optimization.	PMI (2024a), PMI (2024b), Rahi et al. (2024)
Personalization & Customer Experience	Enables customized product versions and tailored experiences based on user preferences and feedback.	Rahi et al. (2024)
Cost Reduction	Decreases project operational costs through automation, optimized resource allocation, and reduced rework.	Rahi et al. (2024)
Time Savings	Automates repetitive duties, freeing professionals to concentrate on higher-value strategic responsibilities.	Weng (2023), PMI (2024b), Rahi et al. (2024), Aramali et al. (2025)
Improved Decision-Making	Provides data-driven insights and real-time analysis to support faster, more accurate, and more informed decisions.	Weng (2023), PMI (2024b), Rahi et al. (2024), Paparic & Bodea (2024), Aramali et al. (2025)
Collaboration & Teamwork	Enhances communication, information sharing, and coordination among stakeholders and project teams.	PMI (2024a), Rahi et al. (2024)
Problem-Solving Support	Acts as a powerful assistant, augmenting professionals' ability to tackle complex challenges.	PMI (2024a), PMI (2024b)
Risk Minimization	Improves project safety and reduces errors via precise planning, monitoring, summarization, and risk assessment.	PMI (2024b), Rahi et al. (2024)
Advanced Data Analytics	Processes large volumes of structured and unstructured data to uncover patterns, trends, and actionable insights	PMI (2024b), Rahi et al. (2024), Paparic & Bodea (2024)
Process Optimization	Identifies risks and bottlenecks from historical data, recommending proactive remedial actions to enhance performance.	Rahi et al. (2024)
Forecasting & Predictive Analytics	Improves accuracy in project planning, risk assessment, and resource optimization by predicting future trends and forecasting outcomes.	Paparic & Bodea (2024)

Table 7: Comprehensive Overview of GenAI Benefits in Project Management Literature

7.7. GenAI Limitations, Risks and Ethical Concerns in Project Management

Concern	Description	Key Sources
Job Displacement	Automation of tasks traditionally performed by project managers raises fears of job loss, devaluation of human expertise, and ethical responsibility for workforce transition.	Weng (2023), Aramali et al. (2025)
Loss of Human Element	AI lacks emotion, empathy, and nuanced human judgment, which are essential for leadership, communication, and team dynamics.	Weng (2023)
Lack of Training	Limited formal training and poor understanding of GenAI capabilities among managers and stakeholders hinder effective integration and create resistance.	Weng (2023)
Data Privacy and Security Risks	Use of GenAI tools can expose sensitive project, client, and financial data. Risks include data misuse, leaks, malicious exploitation, unauthorized access, and compliance violations. Tokenization and recombination of data may compromise integrity.	Weng (2023), PMI (2024b), Cordella & Gualdi (2024), Aramali et al. (2025)
Accountability and Transparency	Unclear responsibility for GenAI-driven decisions, difficulty in auditing complex algorithms, and lack of explainability challenge organizational accountability and compliance.	Weng (2023), Cordella & Gualdi (2024), Aramali et al. (2025)
Algorithmic Bias and Fairness	AI systems inherit biases from training data, leading to unfair or inappropriate project decisions. Probabilistic outputs may perpetuate discrimination or inequity.	Weng (2023), Cordella & Gualdi (2024), Aramali et al. (2025)
Over-Reliance	Excessive dependence risks undervaluing human judgment, intuition, and leadership. Human-centric aspects like organizational values and team alignment may be neglected.	Barcaui & Monat (2023), Weng (2023), Aramali et al. (2025)
Financial Constraints	High costs of integration, maintenance, and training pose barriers, especially for smaller organizations.	Weng (2023)
Misinformation and “Hallucinations”	AI can generate inaccurate, fabricated, or misleading outputs (“hallucinations”), undermining trust, decision-making, and project alignment. Effectiveness depends on high-quality training data, which is often incomplete or unstructured in complex projects.	Barcaui & Monat (2023), PMI (2024b), Cordella & Gualdi (2024), Aramali et al. (2025)
Fragmented Tool Landscape (“Wild West”)	The overwhelming number of GenAI tools, lack of standardization, and absence of unified solutions create confusion and inefficiency in adoption.	PMI (2024b)

Table 8: Comprehensive Overview of GenAI Adoption Barriers in Project Management Literature

7.8. Organizational Framework for Responsible GenAI Integration



Figure 3: Framework for Responsible GenAI Adoption in Project Management as proposed by Paparic and Bodea (2024)

7.9. Survey

7.9.1. Survey Questions

The survey was created using Microsoft Forms, which allowed for a streamlined distribution and user-friendly experience. Different question formats were employed, such as multiple-choice items, Likert scale ratings, and short open-ended prompts, to capture respondents' perspectives within established parameters. This combination allowed for structured measurement while maintaining the flexibility to enrich the dataset with contextual insights. The following figures illustrate the survey questions exactly as they appeared to respondents during data collection on the platform.

Professional Background

1. Current position/role at the company *

Enter your answer

2. Which country or countries does your company operate in? *

Enter your answer

3. What types of events do you primarily manage or specialise in? *

Please select all that apply:

- ☐ Business & Corporate
- ☐ Exhibitions, Expositions & Fairs
- ☐ Entertainment & Leisure
- ☐ Governmental & Civic
- ☐ Marketing & Promotional
- ☐ Social & Life-Cycle
- ☐ Conferences, Meetings & Conventions
- ☐ Sports
- ☐ Other

4. Professional Experience in Event Management *

- ☐ Less than 2 years
- ☐ 2-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ More than 20 years

5. Do you apply any project management frameworks or methodologies (e.g., Agile, PMBOK) when planning and executing an event? *

- ☐ Yes
- ☐ No

Current Use of GenAI

6. In which of the following stages or processes of event project management is GenAI currently being used in your work or organization? *

Please select all that apply:

- ☐ Integration Management
- ☐ Scope Management
- ☐ Time Management
- ☐ Cost and Finance Management
- ☐ Quality Management
- ☐ Human Resources Management
- ☐ Communication, Information Systems Management
- ☐ Risk Management
- ☐ Procurement, Infrastructure, Logistics Management
- ☐ Marketing Management
- ☐ None of the above

7. Which of these GenAI tools or platforms are you familiar with or currently use? *

Please select all that apply:

- ☐ ChatGPT
- ☐ Microsoft Copilot
- ☐ Google Gemini
- ☐ NotebookLM
- ☐ Gamma
- ☐ ClickUp AI
- ☐ Miro AI
- ☐ EventHex
- ☐ Brella
- ☐ Reclaim AI
- ☐ Otter AI
- ☐ Notion AI
- ☐ Other

8. To what extent do these tools support your work? *

Support Glossary:

Automation: For low-complexity tasks requiring little human intervention (e.g. generating reports, summarising meeting notes, analysing documents, performing calculations).

Assistance: For tasks requiring moderate human intervention, complementing analysis and providing first drafts for expert review (e.g. creating a first draft of a cost-benefit analysis, performing data analysis for scope change, creating scheduling plans, risk analysis).

Augmentation: For high-complexity, strategic tasks where project professionals leverage GenAI to enhance existing capabilities and develop new ones (e.g., creating business cases, supporting complex decision-making with many interdependencies).

☐ Automation

☐ Assistance

☐ Augmentation

☐ N/A

9. How experienced or proficient do you feel using these tools? *

1 - inexperienced ; 5 - proficient

	1	2	3	4	5
Level of experience	☐	☐	☐	☐	☐

10. How frequently do you rely on them in your workflow? *

- ☐ Never
- ☐ A few times a month
- ☐ A few times a week
- ☐ Once a day
- ☐ Several times a day

11. To what extent do you currently incorporate them into your daily tasks, approximately? *

- ☐ 1-15% of tasks
- ☐ 16-30% of tasks
- ☐ 31-50% of tasks
- ☐ More than 50% of tasks
- ☐ N/A

12. For how long have you been using GenAI tools in your work? *

- ☐ Less than 6 months
- ☐ 6-12 months
- ☐ 1-2 years
- ☐ More than 2 years
- ☐ N/A

13. From your perspective, how would you assess the overall pace of GenAI adoption in the events industry? *

1 - very slow ; 5 - very fast

	1	2	3	4	5
Adoption Rate	☐	☐	☐	☐	☐

Section 3

...

Benefits and Limitations

14. What do you see as the main benefits of using GenAI in event project management? *

Please select all that apply:

- ☐ Improved **productivity** and task automation
- ☐ Enhanced **efficiency** in project workflows
- ☐ Increased **creativity** and idea generation
- ☐ Better **personalisation** of event experiences
- ☐ **Cost reduction**
- ☐ **Time savings**
- ☐ Improved **decision-making** through data insights
- ☐ Gaining a **competitive edge** in the market
- ☐ Other

15. What limitations or challenges have you observed in implementing or using GenAI tools? *

Please select all that apply:

- ☐ **Technical constraints**
- ☐ **Resistance or reluctance** (from staff or management)
- ☐ **Overwhelming number of tools** available, creating confusion about which to use
- ☐ **Lack of knowledge or training**
- ☐ **Financial barriers**
- ☐ **Data privacy and security concerns**
- ☐ **Ethical or transparency issues** around AI use
- ☐ **Limited relevance** of current GenAI tools to event-specific needs
- ☐ Other

Risks and Ethical Concerns

16. What risks do you associate with GenAI usage in event project management? *

Please select all that apply:

- ☐ Over-Reliance
- ☐ Loss of Human Touch
- ☐ Governance and Privacy Risks
- ☐ Misinformation and "Hallucinations" (inaccurate or fabricated information)
- ☐ Job Displacement or Role Redefinition
- ☐ Reduced Critical Thinking
- ☐ Ethical Concerns (transparency, fairness or accountability in AI decision)
- ☐ Other

17. Which of the following represents, in your view, the **main risk** of using GenAI in event project management?" *

- ☐ Over-Reliance
- ☐ Loss of Human Touch
- ☐ Governance and Privacy Risks
- ☐ Misinformation and "Hallucinations" (inaccurate or fabricated information)
- ☐ Job Displacement or Role Redefinition
- ☐ Reduced Critical Thinking
- ☐ Ethical Concerns (transparency, fairness or accountability in AI decision)

18. How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? *

1 - not at all significant ; 5 - extremely significant

	1	2	3	4	5
Ethical and Data Privacy Significance	☐	☐	☐	☐	☐

19. How do you see GenAI affecting the skills and roles required in your area? *

Please select the one option that you believe is most accurate:

- ☐ It will **substitute** human value and roles.
- ☐ It will **automate** tasks and **augment** human capacities, **but humans will remain essential**.
- ☐ It will have **little to no impact** on current skills or roles.
- ☐ It will create **entirely new roles and skill sets** in the industry.

20. How do you personally feel about the pace of GenAI's evolution? *

- ☐ Confident
- ☐ Concerned
- ☐ Both
- ☐ Other

Section 5

Organisational Support and Strategy

21. To what extent does your organization encourage the use of GenAI tools in your work? *

1 - not at all ; 5 - to a great extent

	1	2	3	4	5
Level of Organisational Encouragement	☐	☐	☐	☐	☐

22. In which ways does your organization support the use of GenAI? *

Please select all that apply.

- ☐ Providing **training or workshops** on GenAI tools
- ☐ Offering **access to paid GenAI tools** or subscriptions
- ☐ Establishing **internal guidelines or best practices** for GenAI use
- ☐ Creating **incentives or recognition programs** for GenAI adoption
- ☐ Allowing **time and flexibility** to experiment with GenAI
- ☐ Encouraging **knowledge sharing**
- ☐ No specific support measures in place
- ☐ N/A
- ☐ Other

23. Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation? *

☐ Yes

☐ No

24. If you answered 'Yes' to the previous question, please briefly describe the strategy your organization has in place.

Enter your answer

25. How important do you think organizational alignment and leadership support are for successful GenAI adoption? *

1 - not important at all ; 5 - extremely important

1

2

3

4

5

Organisational Alignment
Importance

☐

☐

☐

☐

☐

Section 6

...

Future Perspectives

26. Do you believe GenAI will become a standard component of event management practices? *

☐ Yes

☐ No

27. Do you think GenAI will reshape customer expectations or event experiences in the future? *

☐ Yes

☐ No

28. If you answered 'Yes' to the previous question, in what ways do you anticipate these changes occurring?

☐ Increased personalization of experiences

☐ Accelerated service and response times

☐ Heightened customer expectations or demands

☐ Greater emphasis on innovation

☐ Other

7.9.2. Survey Results

Respondents' Current Position/Role at the Company		
Head of Management, Data and Technology	Manager	Executive Director & Event Planner
Partner	Marketing Intern	Producer
Executive Producer	Wedding Planner	Senior Consultant
Customer Experience Manager	Director of Events & Hospitality	Marketing Director
Disco Manager	Director	Research Assistant
Producer	Operational Manager	Commercial Director
Freelancer	Producer	Senior Events Manager
CTO	Head of Business	Owner
Head of Entertainment	Owner and Events Manager	Events Manager
Director	Freelancer	Marketing Manager

Table 9: Respondents' Current Position/Role at the Company

2. Which country or countries does your company operate in?

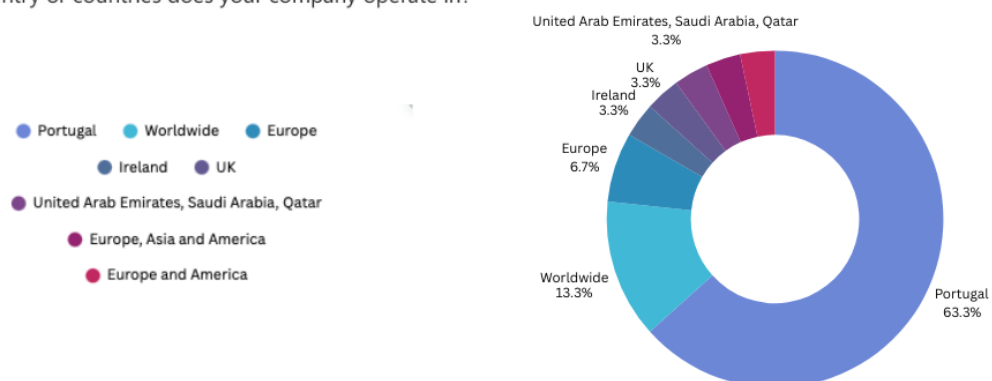


Figure 4: Distribution of Countries Where Companies Operate

3. What types of events do you primarily manage or specialise in?

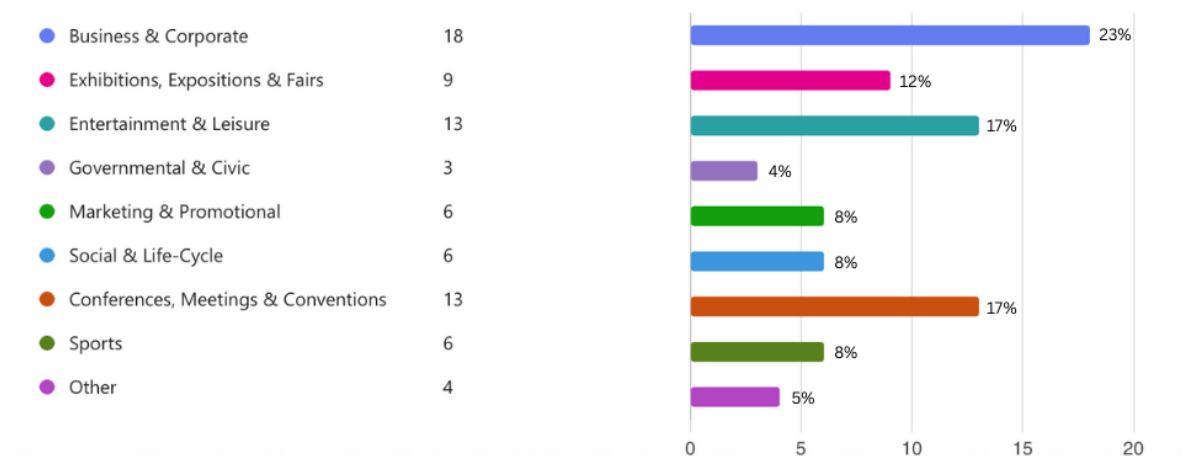


Figure 5: Distribution of Event Types Managed or Specialized In

4. Professional Experience in Event Management

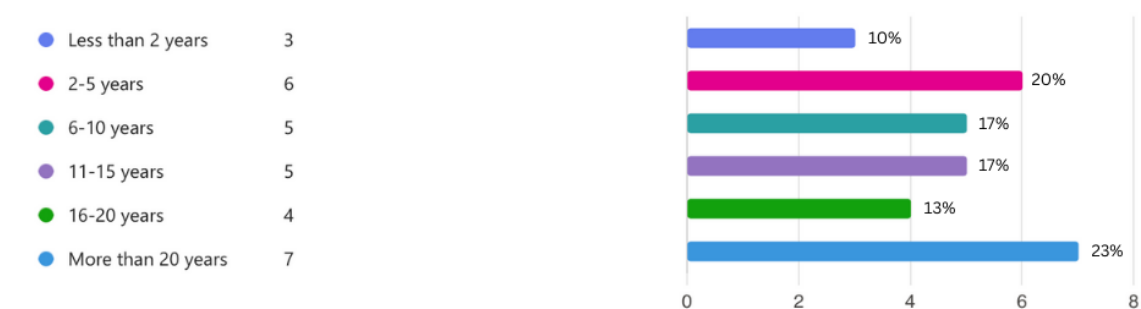


Figure 6: Distribution of Professional Experience in Event Management

5. Do you apply any project management frameworks or methodologies (e.g., Agile, PMBOK) when planning and executing an event?



Figure 7: Application of Project Management Frameworks in Event Planning

6. In which of the following stages or processes of event project management is GenAI currently being used in your work or organization?

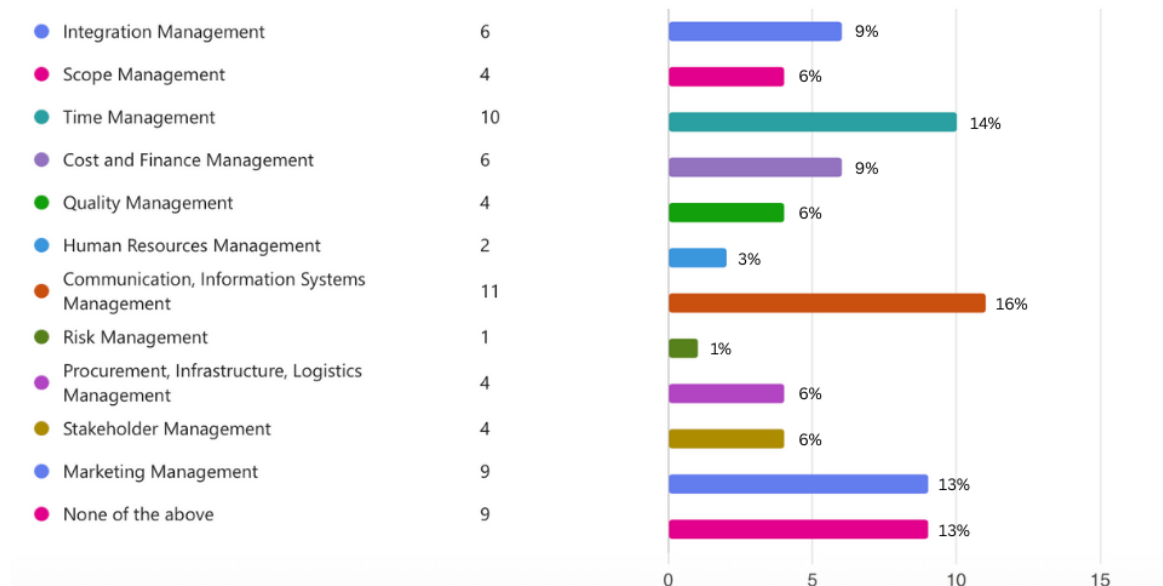


Figure 8: Areas of Event Project Management Where GenAI Is Being Used

7. Which of these GenAI tools or platforms are you familiar with or currently use?

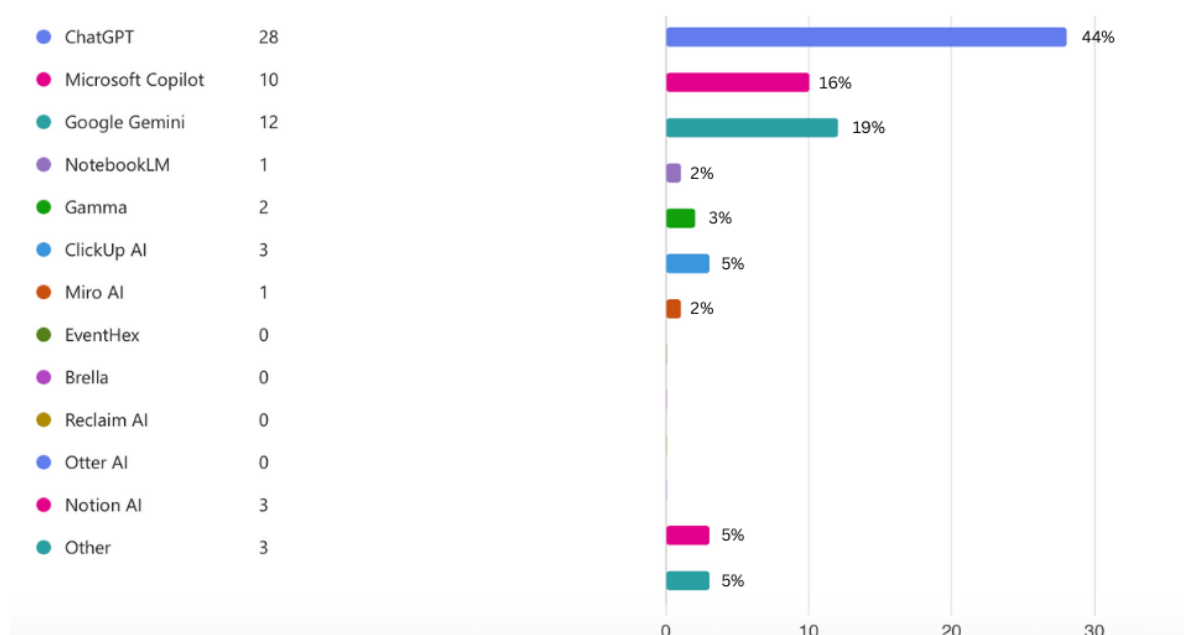


Figure 9: Familiarity with and Use of GenAI Tools and Platforms

8. To what extent do these tools support your work?



Figure 10: Extent to Which GenAI Tools Support Work

9. How experienced or proficient do you feel using these tools?



Figure 11: Self-Reported Proficiency in Using GenAI Tools

10. How frequently do you rely on them in your workflow?



Figure 12: Frequency of GenAI Tool Usage in Workflow

11. To what extent do you currently incorporate them into your daily tasks, approximately?



Figure 13: Incorporation of GenAI Tools into Daily Tasks

12. For how long have you been using GenAI tools in your work?



Figure 14: Duration of GenAI Tool Usage in Workflows

13. From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?

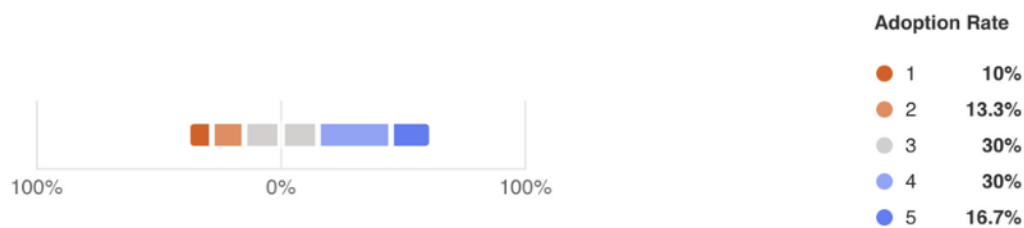


Figure 15: Perceptions of the Pace of GenAI Adoption in the Events Industry

14. What do you see as the main benefits of using GenAI in event project management?

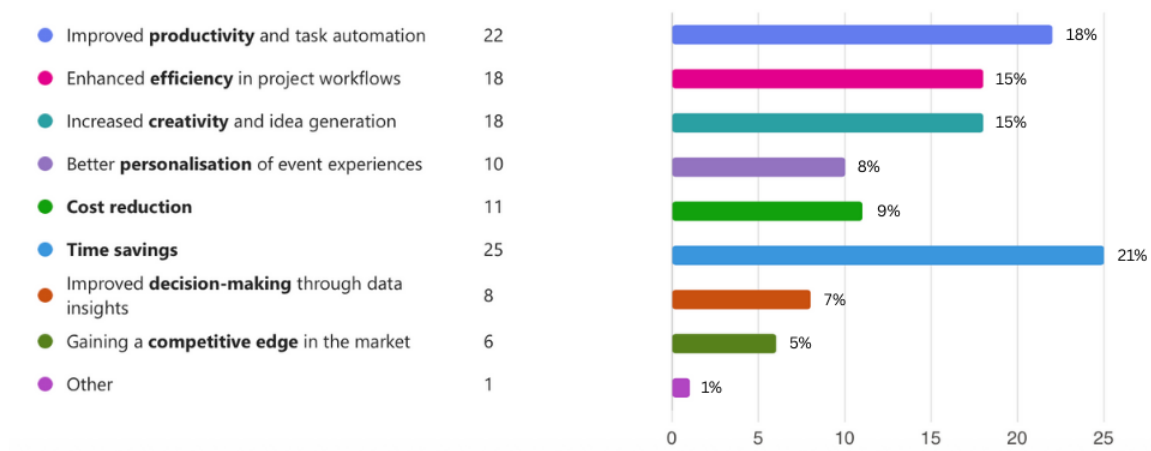


Figure 16: Perceived Benefits of GenAI in Event Project Management

15. What limitations or challenges have you observed in implementing or using GenAI tools?

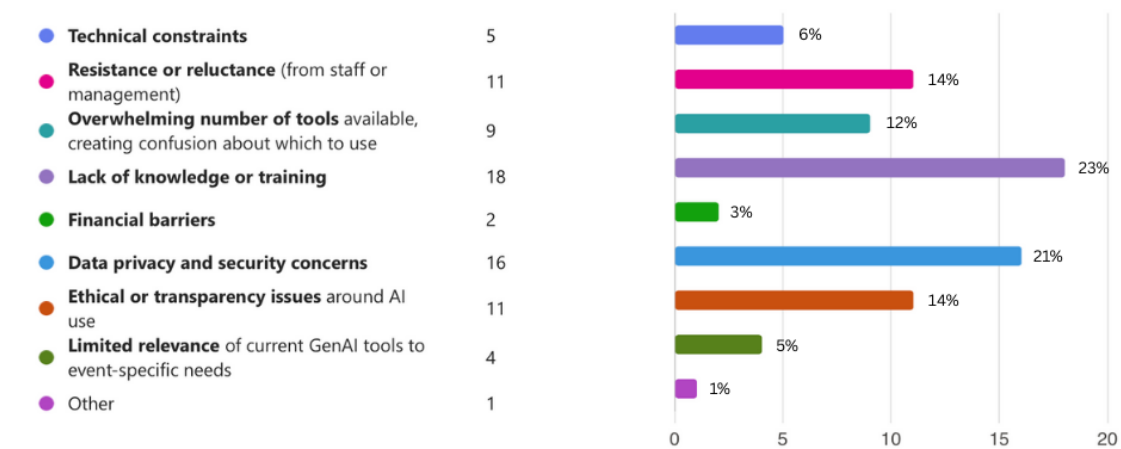


Figure 17: Limitations and Challenges in Implementing GenAI Tools

16. What risks do you associate with GenAI usage in event project management?

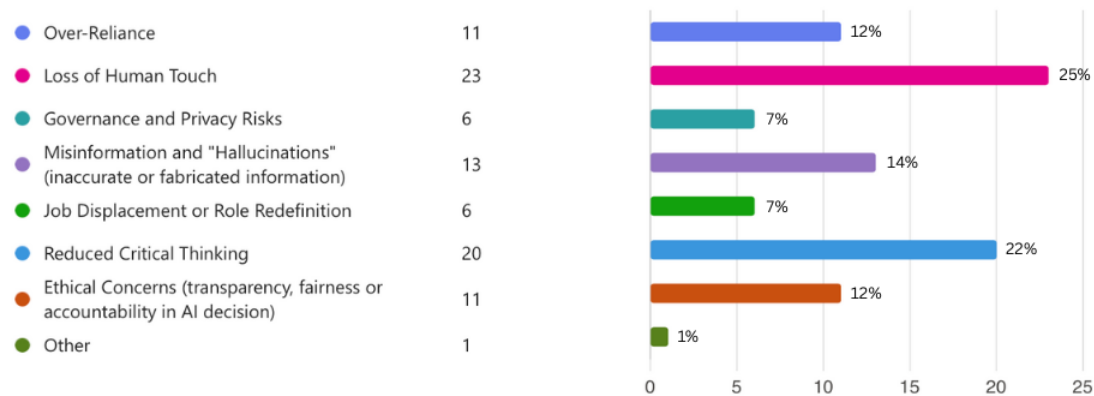


Figure 18: Risks Associated with GenAI Usage in Event Project Management

17. Which of the following represents, in your view, the **main risk** of using GenAI in event project management?"

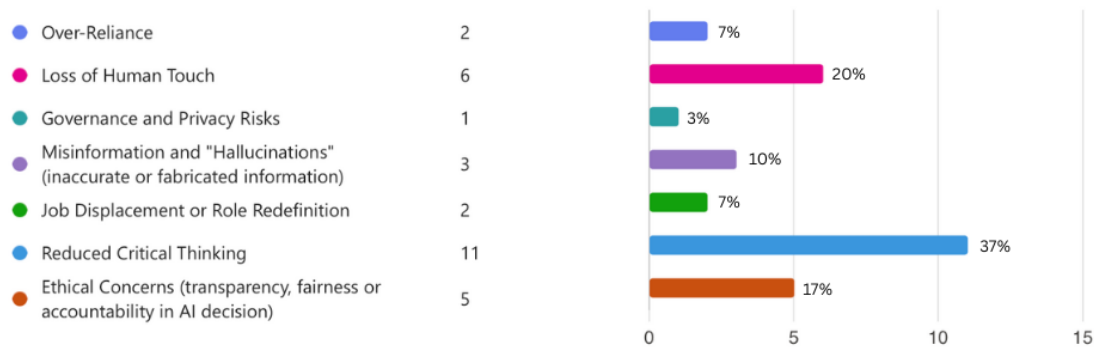


Figure 19: Views on the Main Risk of GenAI Usage in Event Project Management

18. How significant do you consider ethical and data privacy issues when applying GenAI to client or event data?

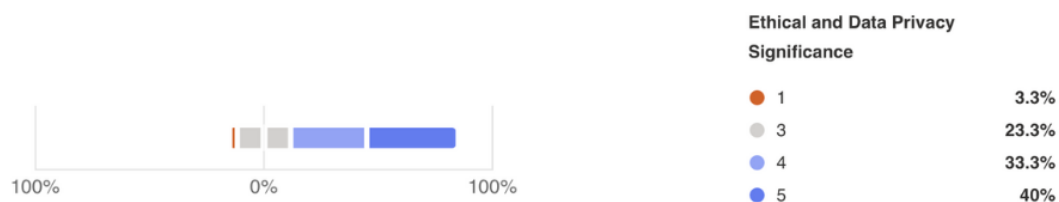


Figure 20: Significance of Ethical and Data Privacy Issues in GenAI Application

19. How do you see GenAI affecting the skills and roles required in your area?

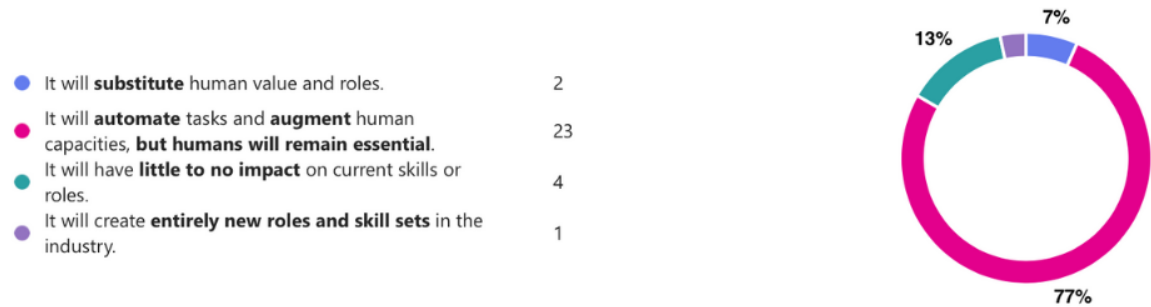


Figure 21: Perceived Impact of GenAI on Skills and Roles in Event Management

20. How do you personally feel about the pace of GenAI’s evolution?



Figure 22: Personal Feelings About the Pace of GenAI’s Evolution

21. To what extent does your organization encourage the use of GenAI tools in your work?

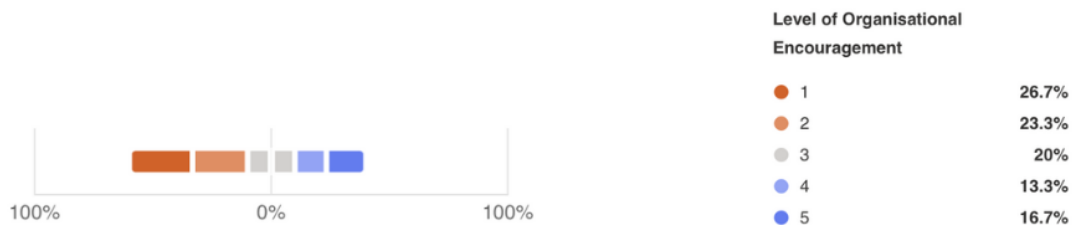


Figure 23: Level of Organizational Encouragement of GenAI Tool Usage

22. In which ways does your organization support the use of GenAI?

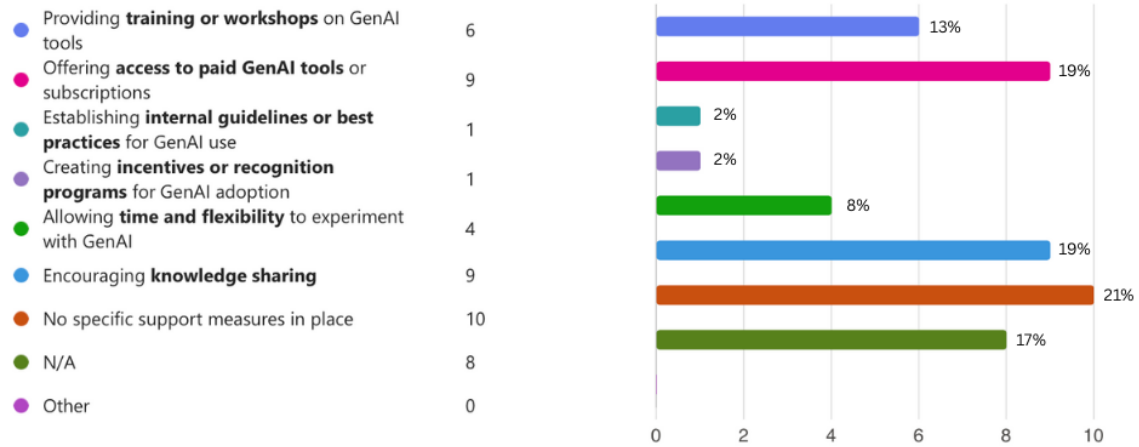


Figure 24: Organizational Support Measures for GenAI Adoption

23. Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?



Figure 25: Existence of Organizational Strategy for GenAI Adoption

25. How important do you think organizational alignment and leadership support are for successful GenAI adoption?

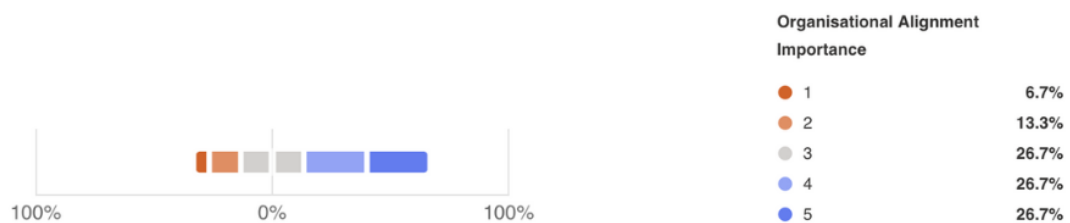


Figure 26: Importance of Organizational Alignment and Leadership Support for GenAI

Adoption

26. Do you believe GenAI will become a standard component of event management practices?



Figure 27: Belief in GenAI as a Standard Component of Event Management Practices

27. Do you think GenAI will reshape customer expectations or event experiences in the future?



Figure 28: Perceptions of GenAI's Potential to Reshape Customer Expectations and Event Experiences

28. If you answered 'Yes' to the previous question, in what ways do you anticipate these changes occurring?

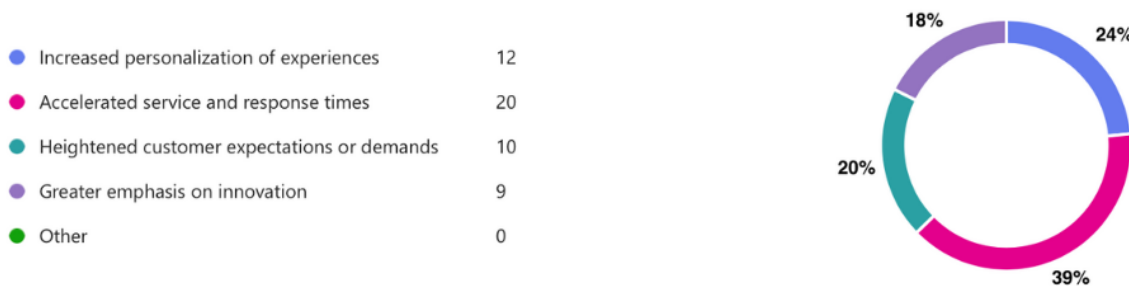


Figure 29: Expected Changes in Customer Experience Due to GenAI Adoption

7.10. Interviews

7.10.1. Framework Method Analysis Procedure

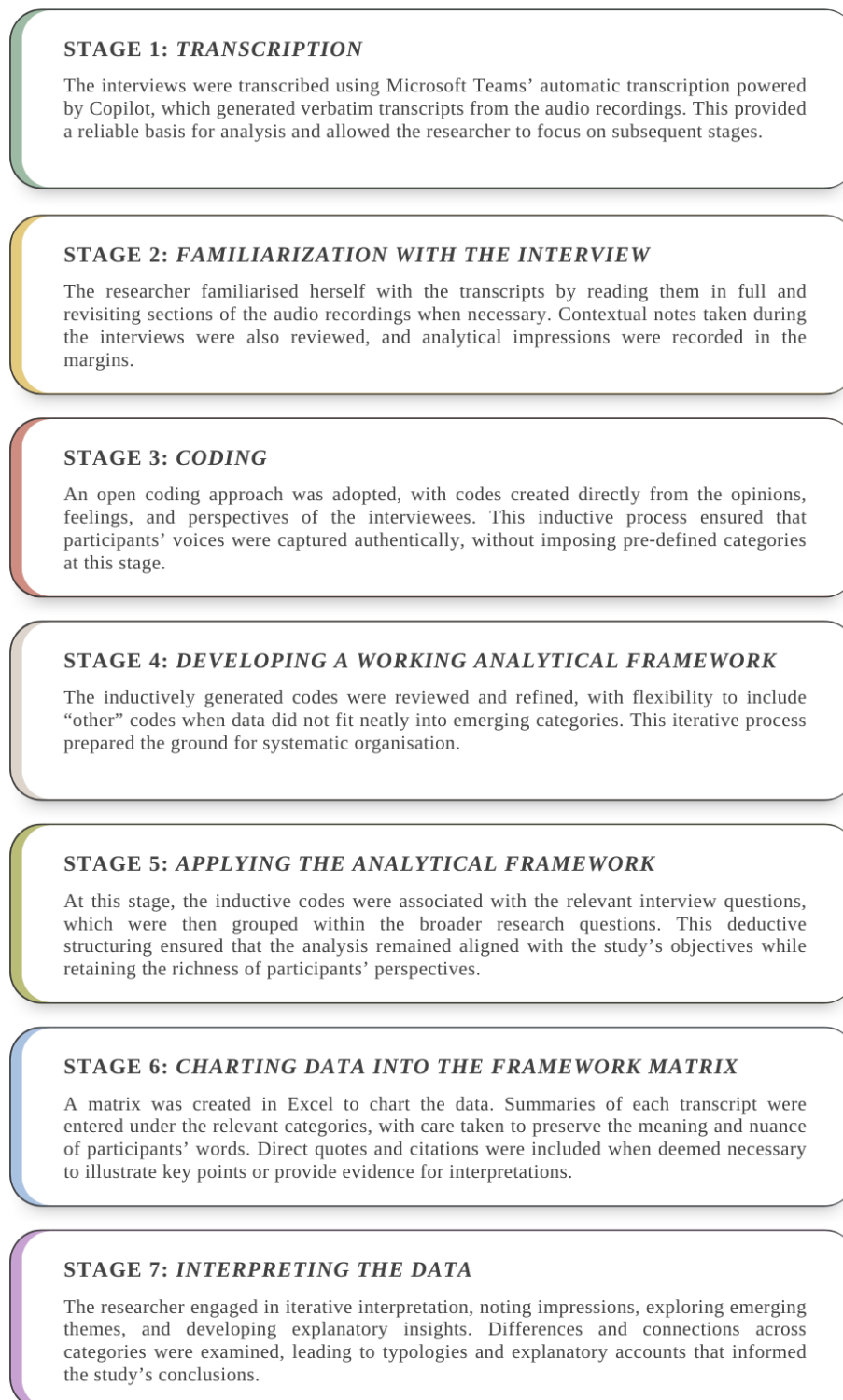


Figure 30: Stages of the Framework Method for Interview Data Analysis as proposed by Gale et al. (2013)

7.10.2. Resulting Framework Matrix

The tables present each interview question alongside the written statements of participants, systematically organized within the framework analysis method to support structured comparison and interpretation.

Area	Interview Questions	Interviewee 1 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: Driving Force Events Limited, based in Ireland. Role: A-Z management and planning of GT car racing events, namely the major <i>Gulf 12 Hours</i> endurance race, in Abu Dhabi, United Arab Emirates.
	What types of events do you primarily manage or specialize in?	Before motorsports events, the interviewee worked in a hotel where she managed social and corporate events (e.g. weddings, business meetings), having standardized the procedures of planning such events within the property.
	How many years of professional experience do you have in event management?	8 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	Do not use PM frameworks or methodologies. Only an Excel provided by the racing circuit (venue) which is invariable no matter the event or client. Referring to the hotel events, she mentioned the introduction of briefings and timelines.
RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	"Used in a very light level, mostly ChatGPT". They use it to summarize extensive documents and to ease up communication with racing teams. "It is a basic tool, but it helps a lot. Especially to better structuring ideas and avoid mistakes. Of course, you always need to verify what was written, but being an expert in the area it is possible to carefully improve the content."
	What GenAI tools or platforms are you familiar with or currently use?	Beyond ChatGPT, they use Gamma for presentations - which saves a huge amount of time and improves quality. Last year, they tried to use a design app, which did not work well and so they needed to resort to a team of designers. However, she mentions that a lot of their stakeholders (e.g. designers, PRs) already use AI in their work. For CRM and client communication they use Zoho, that is starting to have some GenAI add-ups. However, they haven't explored them yet.
	How do they support your work (e.g., automation, assistance or augmentation)?	"We do not use it as automation yet." "I think it is more assistance. Augmentation, unfortunately, not yet."
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: "I wouldn't say I'm an expert, but I can easily function with both tools." Frequency of use: ChatGPT almost every day. Gamma whenever a presentation is needed (e.g. event proposal to clients).
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 1 year. Motivation: "the ease of doing work for us", "you obtain what you would have probably written, but even more complete", "spectacular time saving".
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	Almost none, very slow (perspective within the motorsports industry).

RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	Process automation, efficiency, time saving (mainly in the planning phase - not so much in the execution), quality improvements and creativity ("it provides and helps implement new ideas").
	Can you share an example where GenAI contributed positively to an event project outcome?	Reduction of a regulations document with 100 pages to only 20, "which not only saved ours, but also the racing teams' time. Making it more comprehensive and easy to read and remember."
	What limitations or challenges have you observed in implementing or using GenAI tools?	Available tools' limited capacity, as they are still in development. Some reluctance from people whose jobs will probably disappear due to/be replaced by AI.
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	No, it is not known/talked about. "Much more grass-foot industry, very different from other types of events."
RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	"A lot of people use it without reading the outcome, simply copying-and-pasting. This can then drive immense failures in the implementation." "People do not realize that putting confidential documents online, mainly in GenAI tools, the information is kept there forever. A lot of copyrights are being violated."
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	"To evolve, AI needs the data we feed it, learning from what we input." At privacy level, "you are the one using GenAI and inserting the data, so if you do not want it to be in there, do not input it." About copyrights, she mentions that organizations must protect themselves.
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No.
	How do you see GenAI affecting the skills and roles required in your area?	The interviewee believes that multiple roles will be substituted or redefined (e.g. social media, PR and design), and that GenAI will reduce the number of human resources needed. However, "in events you will always need people on-the-ground."
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	"I feel confident, I think it will be great to work more and more with GenAI, and that putting up resistance is just to swim against the tide. People will need to reinvent themselves and find new areas to work in"
RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	N/A
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	No.
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	The interviewee believes it to be of utmost importance and that introduction and adoption of GenAI should derive from leadership positions.
	What emerging GenAI trends do you believe event organizations should prepare for?	The interviewee did not know how to answer.
Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution: Tools in constant evolution, experimentation needed. Future Applications or Features: Great potential at social media level. GenAI specific app where you can plan an event from A-Z, contacting stakeholders, providing resources and designing the event based on defined event specifications.
	How do you think GenAI will reshape customer expectations or event experiences in the future?	The interviewee believes it will heighten customer expectations and demands.
	Do you believe GenAI will become a standard component of event management practices?	"Yes, though some larger, traditional organizations, with more senior employees will demonstrate high resistance." However, your generation, which is now entering the job market, has no resistance and will adopt right away".

Area	Interview Questions	Interviewee 2 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: ZEventos, based in Portugal. Role: Partner
	What types of events do you primarily manage or specialize in?	Institutional, social responsibility, lifestyle and sports events; Brand, product or service launches; Brand activations; Press conferences and seminars; Teambuilding; Private parties; Services: hostesses, catering and decoration.
	How many years of professional experience do you have in event management?	25 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	The interviewee explains that the methodology used is above all based on years of experience, good judgement, analysis and adaptability (to each project or client). She follows an A-Z approach in each event: briefing reception, budget and proposal elaboration, assembly, follow-up with all suppliers involved, disassembly and evaluation report. The importance of PM frameworks is recognised, namely the PMBOK, but only as a theoretical guide to help beginners/interns understand what event professionals call the "event flow", which for them is "immediate and mostly intuitive". "I never apply PM methodologies as they exist and how you learn them, because adaptation will be needed. Once for a press release event or for a teambuilding this methodology will never be the same."
RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	Mostly in marketing management, having experimented in a basic level with image creation, mock-ups and short videos for Instagram. The interviewee has also used GenAI for analysing social media metrics and interpreting event specifications' documents.
	What GenAI tools or platforms are you familiar with or currently use?	ChatGPT, "the most direct and handy".
	How do they support your work (e.g., automation, assistance or augmentation)?	Assistance.
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: Basic level. Frequency of use: Daily.
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 4 years. Motivation: The interviewee's son studies AI and incentivised her to try.
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	The interviewee states that it is becoming increasingly common to use it. She even mentioned that there has been a lot of demand in the market for corporate events that talk about GenAI, its use, risks, legislation, and what part will the human play in its evolution.

RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	"GenAI tools are a great complement, mostly to facilitate our human work." "They allow for faster searches and analysis, are easy to access and have high success rate." Document summarization and report generation, translations, creativity - GenAI provides novel, "out of the box" ideas. The interviewee mentions that specially in the monitoring and closing phase of the project, GenAI will be highly beneficial in generating the report and suggest improvements for future events.
	Can you share an example where GenAI contributed positively to an event project outcome?	"We are going to buy a package to fit a product for a client and I asked ChatGPT to do a brief analysis and calculation to make sure the product fitted within the package. The outcome was spectacular, we verified and it was perfect."
	What limitations or challenges have you observed in implementing or using GenAI tools?	"ChatGPT fetches already existing data and analysis, and our events are never the same" The interviewee provided 2 examples where they asked GenAI for help with: 1 - the conception of mock-ups for a product; 2 - a venue for x people. In both, the tool was unable to give solutions that were within the specifications needed. "Sometimes I read client briefings that were obviously made by AI, and that scares me because nobody thought about it, they just put it in the GenAI tool and assumed what it gave them - no strategy whatsoever." "That strategy is not AI-driven, it is human-doing." "I think nobody accepts this usage 100%, there's some shame in it."
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	No.
RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	The interviewee talks about the risk of taking the results provided by GenAI as given - "Blindly trusting AI suggestions without further validating the information is dangerous" "Its outcomes can contain flaws, especially given that their content analysis is based on research that is not always reliable."
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	"I never share either clients or products or services."
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No.
	How do you see GenAI affecting the skills and roles required in your area?	The interviewee demonstrates some preoccupation concerning the replacement of brainstorming and the risk of losing true dedication and critical thinking before a challenge. However, the interviewee argues that, in events, human involvement and contact will always be essential. "The tranquillity, good judgement and adaptability before the unpredictable we need to have." She believes that GenAI will indeed help event professionals, but only as a complement and never as a substitute.
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	"I am radiant! For me technology will always be a spectacular tool to help us."

RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	Not yet. The interviewee mentioned her will to invest in training.
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	No.
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	The interviewee states she does not have enough experience/information to answer.
	What emerging GenAI trends do you believe event organizations should prepare for?	"Training and having a good lawyer."
Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution: "I believe GenAI will be the future." Future Applications or Features: Softwares and apps with integrated GenAI features. "For me, the best would be a mobile-phone app, 100% adapted for events."
	How do you think GenAI will reshape customer expectations or event experiences in the future?	The interviewee believes there will be no changes.
	Do you believe GenAI will become a standard component of event management practices?	Yes.

Area	Interview Questions	Interviewee 3 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: The Conference Collective, based in the UK. Role: Conference Manager - "We work with different medical societies and life sciences to produce their events. So we act as an agency on behalf of them and my role in that is looking at all the logistics or the marketing."
	What types of events do you primarily manage or specialize in?	Conferences and Exhibitions.
	How many years of professional experience do you have in event management?	9 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	"We don't have any specific frameworks or anything that we go past." The interviewee mentions that they do have some defined processes and timelines, but that they are not standardized.
RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	They use it mainly for communication (to clients and delegates) and marketing techniques. The interviewee also mentions GenAI's occasional use for logistics, when looking for solutions to make the event better or more cost-effective.
	What GenAI tools or platforms are you familiar with or currently use?	ChatGPT and Gemini. "Copilot as well, we've used with our internal processes. But ChatGPT tends to be the main one for external use."
	How do they support your work (e.g., automation, assistance or augmentation)?	All three.
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: Medium level. Frequency of use: Once a day - "potentially depending on the client, and depending on the amount of work that's needed to do that day just to make it a bit quicker and a bit more automated."
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 2 years. Motivation: The interviewee mentions noting how helpful it is with the workflows.
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	"It's definitely picking up speed." "In any events at the moment, AI is the the big buzzword, and GenAI specifically, as well."

RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	Productivity, efficiency, cost and time reduction. "The administrative heavy tasks of events can be quite time consuming, so it has definitely helped by automating these in various sort of areas." "Creativity as well, with marketing, it helps giving a continuous voice across all media and event."
	Can you share an example where GenAI contributed positively to an event project outcome?	The interviewee talked about a recent event in which they had a lot of accommodation to manage, each with its own specifications. So, they input all the data in the GenAI tool, which provided an organized list to send across the different hotels and a clear-view of how many rooms were still available. "It just made the process a lot simpler and a lot less stressful."
	What limitations or challenges have you observed in implementing or using GenAI tools?	She mentions that it is still necessary to make the GenAI-produced materials sound more human in order for them to be used in marketing and communications. However, she states: "I don't know if that's necessarily a good thing, we wanting it to be more human."
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	"They use a lot of AI for automation of their processes and things like that. So they've seemed quite positive about its use."
RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	The interviewee mentions the risk of over-reliance. "It's not a human brain at the end of the day, it's going to make mistakes and have risks." Highlighting the risk of sending the outcome given directly to the client without cross-checking it.
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	"It's very obviously a very serious topic and because we work with who we work with, our clients, their GDPR compliance is very strict."
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No.
	How do you see GenAI affecting the skills and roles required in your area?	The interviewee expresses some concern about over-reliance and subsequent loss of communication capabilities, which play a heavy part in events. "I think it's helpful as like an assistant, but not to do the whole role as it is."
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	Both.
RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	"We've had a lot of training recently in this past year with a quite heavy AI focus on how to get new clients and how to use it as a sales and marketing tactic."
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	No. "We're a bit too small of a company at the moment for that".
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	"Really important. It's good to have a leadership team aware of it and how it can be used and implemented."
	What emerging GenAI trends do you believe event organizations should prepare for?	"I think that's definitely the trend of using it as a tool rather than an actual taking over of the role of an events person."

Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution: "It's only going to get bigger and used a lot more than it already is." Future Applications or Features: The interviewee talks about GenAI's capacity to write entire documents and plans, and the perspective of integrating image generation into one specific platform. She believes that paying premium will be pushed a lot more, consequently deteriorating the free user experience.
	How do you think GenAI will reshape customer expectations or event experiences in the future?	The interviewee thinks GenAI will provide a more well-rounded view of the event as a whole, working almost as another team-member, giving different perspectives and introducing new ideas.
	Do you believe GenAI will become a standard component of event management practices?	"Yes, if it hasn't already."

Area	Interview Questions	Interviewee 4 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: Sayu Consulting, based in Portugal. Role: Project Manager - The interviewee works within a team of 10 people (being directly responsible for 4 of them). They organize events in an A-Z manner, for different organizations/clients.
	What types of events do you primarily manage or specialize in?	Corporate Events.
	How many years of professional experience do you have in event management?	1 year.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	Do not use PM methodologies or frameworks. The interviewee mentions that her organization's philosophy is that "an event is never the same", so there are no standardized processes. She states that they do have some tasks that are always done, such as having a briefing with the client, presenting the budget and finding a venue.
RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	They possess an AI-integrated internal CRM platform, which gathers data on clients. Other than that, the interviewee states that she mostly does not use it. However, she mentions that the company's designers already implement GenAI in their work to a greater extent.
	What GenAI tools or platforms are you familiar with or currently use?	ChatGPT, Copilot and Gemini. For CRM, they use Zoho.
	How do they support your work (e.g., automation, assistance or augmentation)?	"For me directly, I would say assistance. For the company, augmentation, specially for designers."
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: "Since I started working these tools were already around so, I learned to work along with GenAI." Frequency of use: Weekly (but not daily).
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 1 year. Motivation: The interviewee mentions it was something organic, as the tools were already around when she started to work in the industry.
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	The interviewee argues that depends on the organization, though she mentions not knowing any that utilizes GenAI to manage a event A-Z, "because I think it's quite difficult". She states that the event industry GenAI adoption pace is much slower and calmer than other sectors, but she considers it to be "the necessary pace for the sector".

RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	Efficiency, productivity and creativity.
	Can you share an example where GenAI contributed positively to an event project outcome?	The interviewee does not have a specific example of when it contributed directly to the organization of events, though she mentions the designer's work again and how that entails that all events use GenAI products. However, she presents an example of a specific event they organized with the theme AI, where the host was a robot powered by AI. This was a huge success among clients and attendees.
	What limitations or challenges have you observed in implementing or using GenAI tools?	The overwhelming number of available tools and how rapidly they are evolving, becoming difficult to keep up.
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	The interviewee does not have information on the clients' perspectives.
RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	"I think the most typical are client privacy and confidentiality issues."
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	The interviewee mentioned these issues right away, stating that she does not input client data on GenAI tools, except in the CRM platform. "This is one of the biggest challenges: to not cross the line, when sometimes it's so easy to do so."
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No.
	How do you see GenAI affecting the skills and roles required in your area?	The interviewee makes a comparison with other industries, where GenAI is already substituting or affecting human roles. She argues that in event management this won't happen, once "GenAI is not going to be able to do what we do, as one of the most important skills are our contact with the clients and having and implementing creative ideas." "GenAI tools are not going to affect our competencies, we'll just need to know how to use them."
RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	"I feel confident, because my company gives me the training and tools needed to keep up with the platforms we use." "However, it is alarming the quantity and pace in which these tools are developing."
	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	Regular training and access to tools.
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	The organization has 2 workers solely focused on AI and its integration/adoption in workflows. They provide the basis, training and support needed to use these tools.
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	Highly important.
Future Perspectives	What emerging GenAI trends do you believe event organizations should prepare for?	The interviewee believes that competition will be increasingly higher, and so everyone will need to use GenAI-powered tools to stay relevant.
	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution: "Everyone will use it and each organization will have to decide how to implement it within their sector and workflow." Future Applications or Features: The interviewee does not know if it will ever exist an event-specific GenAI platform, as events are never the same.
	How do you think GenAI will reshape customer expectations or event experiences in the future?	"They will expect out-of-the-box events, that go far beyond what was possible before." "Much more wow factor, that will necessarily need GenAI usage to happen."
	Do you believe GenAI will become a standard component of event management practices?	"Yes, I don't think there'll be any sector left untouched."

Area	Interview Questions	Interviewee 5 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: Freelancer, based in Portugal. Role: Event Coordinator and Wedding Planner
	What types of events do you primarily manage or specialize in?	Weddings, social events and corporate events.
	How many years of professional experience do you have in event management?	3 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	The interviewee defines the processes of the companies she worked with as "archaic, based on documents more than frameworks or platforms", which she considers would be a great help and operational improvement.
RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	The interviewee does not use GenAI.
	What GenAI tools or platforms are you familiar with or currently use?	The interviewee knows ChatGPT, but does not use it.
	How do they support your work (e.g., automation, assistance or augmentation)?	N/A
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: None. Frequency of use: Never.
	How long have you been using GenAI, and what motivated its adoption in your workflow?	N/A
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	Does not have information to clearly assess GenAI adoption pace in the industry.
RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	"Clearly productivity and time management." The interviewee mentions that GenAI, by automating organizational tasks, will spare time for professionals to focus on the creative part of the process. She also talks about GenAI's capacity to correct human error.
	Can you share an example where GenAI contributed positively to an event project outcome?	N/A
	What limitations or challenges have you observed in implementing or using GenAI tools?	"The lack of information and knowledge on the theme: which and where to find the ideal tool, and if it really brings any benefit or not."
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	N/A

RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	The interviewee mentions the risks of losing human touch and the fear of substitution of some roles, which she mentions is normally driven by lack of information.
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	"Very significant. People will need to pay close attention to this ethical and privacy issues." She presents as an example the complicated notion of payment data.
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No.
	How do you see GenAI affecting the skills and roles required in your area?	The interviewee states that "in a ideal world, a perfect collaboration between human and AI would happen". However, she believes that at design level or pre-event organization it is possible that are roles being substituted. Nevertheless, she argues that event management itself, namely at the logistic level of "on-site" days of events, there is no chance of any machine substituting the human-being.
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	Both. "Quite confident, as this technology is very promising and will help streamlining workflows in multiple ways." "The concerning part has to do with AI already having some kind of own will and continually evolving to survive. This can generate failures in ethical consideration, which is a human property and so GenAI does not have."
RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	N/A
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	No.
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	The interviewee thinks it makes complete sense for the organization, as a whole, to be aligned on which tools, platforms or software to use, and processes to follow.
	What emerging GenAI trends do you believe event organizations should prepare for?	The interviewee did not know how to answer.
Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution: Does not have information on present use and applications, so does not know how to assess the future. Future Applications or Features: The interviewee hopes AI to be integrated in existing event-specific software or platforms (example: Aisle Planner, wedding planning platform), which will help automate and streamline event management processes.
	How do you think GenAI will reshape customer expectations or event experiences in the future?	"I think from a client perspective is good to know that GenAI is being used to some extent so nothing fails, as it corrects human-made errors. However, it is fundamental that they know that continues to exist someone that listens and cares for what they want."
	Do you believe GenAI will become a standard component of event management practices?	Yes.

Area	Interview Questions	Interviewee 6 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: SBC - Sports, Betting and iGaming industry event company, based in the UK and operating worldwide. Role: Events Executive
	What types of events do you primarily manage or specialize in?	Exhibitions.
	How many years of professional experience do you have in event management?	2 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	Yes. They start by checking how the overall past event went, categorizing what can be improved, what should continue, and what should stop. "We just call it: start, stop, continue, and we apply this with all suppliers." They always have a budget increase and need to know what methods and people they need to make the event "even great, even bigger". From then they have meetings throughout time so they can note the progress of the event planning. "We do a year schedule, so we start different parts of the event in different times of the year. In this way we don't start something too early or we don't start something too late." The interviewee notes that this serves as guidance for the whole team about what everyone is doing, if they are in the correct path and if they know and are providing what the company wants. Once all sections are done, "we have meetings with everyone all around the company to make sure everyone's in the same page before the event". Then, they execute the event and this process starts over again.
RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	Event marketing and communications: the interviewee says that the marketing team uses GenAI to a great extent, mostly to analyse data in a much faster way and help format communications and social media. In general, the interviewee acknowledges that the systems that they use have AI integrated within. "So AI is not used directly by us, but by the systems we use. AI is basically everywhere." She also mentions individually using it for math equations in budgeting, spelling corrections and organizing ideas and information.
	What GenAI tools or platforms are you familiar with or currently use?	ChatGPT.
	How do they support your work (e.g., automation, assistance or augmentation)?	All three.
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: Medium level. Frequency of use: "I use it with a pinch of salt." The interviewee uses it daily to check misspellings or to ask simple questions or get some specific information.
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 8 months. Motivation: The tool's capacity to help in more stressful times ("like on-site in events you don't have time to check everything").
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	"Moderate". The interviewee mentions that some areas of a company are prone to adopt it more, namely marketing and design, while others, such events, sales and finance do not use it often. "I think other sectors are using way more than us."

RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	Easy access, fact checking, spelling, efficiency and creativity. The interviewee mentions it can work as a "second opinion" sometimes. She also mentions it spares time for other tasks, as it "give us an answer that could have been made by us in 20-minutes time instead of 5 seconds". It's also noted that GenAI can give you the foundation you need to build up the event from and can serve as inspiration for novel ideas or improvements.
	Can you share an example where GenAI contributed positively to an event project outcome?	The interviewee mentions one time when she asked for an idea of what to put in an interactive space of the event, and GenAI suggested arcade games, which provided inspiration for a Formula 1 simulation activity. She mentions using it for social media as well, as it creates greater impacts and gives you attendees. Lastly, she notes the helpful AI-chat support system they have in place for events.
	What limitations or challenges have you observed in implementing or using GenAI tools?	"The bad thing is that information is not always accurate, can be deceitful." The interviewee argues that GenAI does not have the context needed to help with more complex questions, especially when planning an event. She also mentions that "it twists your words into something not human sounding" when asking to write or correct something. "You will be able to see when people use it too much, it's noticeable."
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	"Our clients use AI a lot. So, it's just very normalised."
RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	"It can give a sense of total death to an event in a way, everyone will do the exact same thing, it'll be repetitive." The interviewee also shares her concern about people losing creativity and active-thinking if they over-rely on GenAI. "It's very unethical when you start using it in a way that just replaces your intellect."
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	The interviewee highlights the relevance of these issues, specially in the sports, betting and iGaming industry, where data security is of the utmost importance. "We don't trust AI completely, so we don't put data in AI tools that is privacy restricted." "AI doesn't guarantee 100% privacy and safety, so you just have to bear in mind this when you use it."
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No.
	How do you see GenAI affecting the skills and roles required in your area?	"I don't think AI could do our job." The interviewee notes that GenAI tools don't really help when you're planning such a big event and the details of it are so intricate. She also believes that if an event was done solely by AI, it would be "robotic and doll", "it would just not have the human factor that people need, that sense of empathy and warmth."
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	"I thought initially both, more concerned than anything." However, the interviewee now has the perspective of people who work on the AI industry and has more knowledge than most about how it is developed, making her less concerned. "People just make AI into the enemy so quickly, and they don't know anything about it, they just antagonise it so much." "It might replace some jobs, but I don't think as much as people think."

RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	"None of those." The interviewee mentions that wanting to use GenAI might be perceived as a sign of laziness.
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	No. "I think other companies will definitely have this process and systems and make the most users out of this, which is brilliant."
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	"Leadership listens to us. They process what we would like and then act based on these feedbacks." She notes the importance of organizational alignment, but recognises that the effort might need to "come from the lower-ups". "They listen to what we need. And if GenAI is what we need, then they'll support and initiate it."
	What emerging GenAI trends do you believe event organizations should prepare for?	The interviewee talks about scams, for example attendees that are bots and not real people.
Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution: "It's just going to be a race to see who can use GenAI in the best way, and how to keep it contained in a way so it does not take over the aura and live of events." Future Applications or Features: The interviewee believes GenAI will greatly improve the already existing SBC event app once it is integrated in it.
	How do you think GenAI will reshape customer expectations or event experiences in the future?	Clients and attendees will be more rapidly and better informed.
	Do you believe GenAI will become a standard component of event management practices?	"No, because companies are different. My management does things completely different from other management teams in other companies due to its nature, its clients, its people, etc. If you have the processes and AI feedback being all the same for all the companies, you have a problem that is it does not mould to specific requirements of your specific company." However, the interviewee mentions that if you have a GenAI system that can get the context of the company and can be used efficiently and specifically, in that case she believes GenAI could have an incremented presence in the event sector.

Area	Interview Questions	Interviewee 7 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: Race Ready - Motorsport Events, based in Portugal. Role: Partner
	What types of events do you primarily manage or specialize in?	Motorsport Events.
	How many years of professional experience do you have in event management?	13 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	"We do not use any project management frameworks or methodologies, except the concept of continuous improvement." The interviewee explains that the event planning is always the same as the previous year, except some improvements that derive from feedback obtained on it.
RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	"At the moment, we do not use GenAI, although we have great interest in it." The interviewee mentions using ChatGPT very slightly, solely to clarify simple doubts or how something works in a faster way.
	What GenAI tools or platforms are you familiar with or currently use?	ChatGPT and Copilot.
	How do they support your work (e.g., automation, assistance or augmentation)?	Assistance.
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: Basic level. Frequency of use: Personally, the interviewee uses it once a week. He mentions that younger people in the company use it daily.
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 1 year. Motivation: Time saving, easy access, and faster, more complete answers/solutions.
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	The interviewee mentions it depends on the company, some use it more than others (perspective within the motorsports industry). "I would very much like it to be used more and I think it will happen. However, we have to learn how to use GenAI tools better to fully leverage them."
RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	Time saving, improved problem-solving and creativity: "It can give us solutions we would never reach or were not counting on."
	Can you share an example where GenAI contributed positively to an event project outcome?	The interviewee gave the example of a simple and rapid solution that GenAI provided when asked how to work with a camera needed for the event. "Time is crucial, and we could've not been able to make it work in due time". He mentions that for now these small examples are all they use it for, not yet in the construction of the event itself.
	What limitations or challenges have you observed in implementing or using GenAI tools?	It sometimes provides or generates incorrect results. The interviewee highlights the importance of critical thinking to discern what is wrong and do not use it as a fact. "In more important situations it is very concerning. We are using an example that gives incorrect information, and it does so with conviction."
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	"The clients care about the final result, not how we got there."

RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	In the short term, the interviewee mentions once more the risk of GenAI being deceitful and the consequential problem of over-reliance, believing that everything GenAI generates is correct.
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	"We do not input client data, we don't take that risk." "We think that it can undoubtedly be a very worrisome issue in the future, how the data is utilized and stored."
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No.
	How do you see GenAI affecting the skills and roles required in your area?	"It greatly depends on how it will evolve, what tools will be used and how rapidly they'll be adopted." The interviewee believes that events is such a specific area that it will take more time to have a proper impact by GenAI and to this impact to be studied and analysed. He notes that other industries will "suffer" first, and that the events sector will more easily adapt when it gets there.
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	Both.
RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	Small company (4 or 5 employees). Nevertheless, the interviewee seems excited with the perspective of adopting GenAI tools in the organization's workflows. He states that when training for these massifies, "it will be one of the most important training in the future".
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	No.
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	"I think GenAI adoption is the same as every other change that occurs within a company, always comes from the leadership."
	What emerging GenAI trends do you believe event organizations should prepare for?	Spontaneously GenAI-generated events that "copy" past events, as GenAI might not understand the concept of "event multiplication" and that what makes it special is the different and new features.
Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution: The interviewee expects it to have great growth and impact on project management, supplier management and attendee communication. Future Applications or Features: Automated responses to attendees, with a GenAI chatbot.
	How do you think GenAI will reshape customer expectations or event experiences in the future?	"It will simply come down to what GenAI will be able to offer. So when it offers something for one event, all others will have to follow to maintain expectations."
	Do you believe GenAI will become a standard component of event management practices?	Yes. The interviewee argues that what is missing for GenAI's worldwide adoption is people gaining more knowledge about it and having tools that are easier to find and use in the best manner. It all sums up to: "How to do it and with which tools?"

Area	Interview Questions	Interviewee 8 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: OUT Consulting Group, based in Portugal and operating worldwide. Role: Managing Partner - Advisory for "special projects", which are the big events such as MotoGP, Superbike and Formula 1.
	What types of events do you primarily manage or specialize in?	Motorsport Events.
	How many years of professional experience do you have in event management?	15 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	"Surely we do, but I do not know how to define or name any." They start by defining estimated dimension, internal team composition and resources they have and which ones they'll need to outsource. Then, the forecast of the budget and P&L is presented, followed by allocation of tasks and responsibilities to the teams. The second step is to revise along with the teams more detailed action plans for each component. These is the longest phase which ends only with the final explicit hour plan for the day of event. Thirdly, the execution and delivery of the event and the forth phase is the monitoring and analysing of the internal and client feedback surveys. This is when they make a debrief of the event and take notes on what can be improved for next year's event preparation.
RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	The interviewee explains that the sector of events he works in is normally characterized by its "great legacy", which means that are 30 or more years behind the process with which they work and that GenAI adoption is basically null. "For many of them, even Excel is confusing." However, he mentions that, individually, younger people in the company start to use it on their workflow, later converting for a format that executives know how to use. The interviewee talks about his own experience, as a "late adopter", using ChatGPT for validation and as a shortcut for getting information, and Gamma for presentations, but mostly working with GenAI tools for sales (Instantly.ai and Outreach) which automate the contact with clients. He also mentions that startups or venture capitals are a starting point for adoption and that he has worked with marketing agencies that already use it frequently in their work.
	What GenAI tools or platforms are you familiar with or currently use?	ChatGPT, Gamma, Instantly.ai and Outreach.
	How do they support your work (e.g., automation, assistance or augmentation)?	Assistance.
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: "Comparing to the event market I am inserted in, my level is about 8 out of 10." Frequency of use: Daily.
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 6 months. Motivation: "I saw someone using it for the first time, saw the results it produced and automatically thought about my work and it made sense to implement. It was immediate adoption."
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	"Very, very slow. And it is an external shock driven adoption" (perspective within the motorsports industry).

RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	Productivity, creativity, efficiency, time and cost savings. "I see these tools improving everything by at least 50% provided that they are adopted."
	Can you share an example where GenAI contributed positively to an event project outcome?	The interviewee notes the amazing capacity of ChatGPT to serve as an lever to validate much faster and without resorting to external resources the viability of a project, providing time for more projects and higher quality of the planning and delivery of these big events. "The sales conversion of an event increased exponentially through the adoption of technology."
	What limitations or challenges have you observed in implementing or using GenAI tools?	Imposter syndrome - "One of the biggest barriers is people's fear of becoming irrelevant." Also, the interviewee explains that in the events industry, professionals still work within hierarchies, keeping information to themselves, instead of working as a team. "This is a risk for adoption, once GenAI only works if we decide to be critical thinkers and analysts of its products and results. We need to be directional instead of working through that older system."
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	"They don't even realize it."
RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	"I think the biggest risk is that we don't really know what we are doing and there will be large-scale adoption without the necessary understanding of the foundations of GenAI, and AI in general." The interview believes that this will then lead to massive failures in big events and also possibly the disappearance of some big event companies which will be substituted by organizations that know how to use it better. He says that people will be so reliant on these tools that when something wrong happens, they won't know where the problem started. "GenAI will be the legacy."
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	"I consider it extremely relevant, but I use it and I use it for everything. Which is awful, because we don't understand the implications of it yet. We all do it."
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No. However, the interviewee notes that when using ChatGPT, it provides certain information that is not intended for public use (for example: private companies' event attendees number).
	How do you see GenAI affecting the skills and roles required in your area?	"In my line of work, most roles won't be impacted, as the ones requiring human contact will take a long time to be affected." The interviewee says that some changes are already being implemented, but very slowly. And though it will offer productivity gains, less people will be needed.
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	"I am greatly concerned about the next generation, because it will be much more automation. I know we have always found substituting work, even in the industrial revolution, but I'm having a hard time understanding how we will be competitive against something that thinks in such a similar way to us, produces better, does not need to rest and does not pay taxes."

RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	N/A
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	No. However, the IT department - concerned at the level of the European regulator, GDPR - has already made a list of tools, platforms, apps or software that can be used.
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	"I think the principle should be strategic. I think it has to be that way." The interviewee believes that a company that successfully adopts GenAI, enters this process with a good approach and achieves huge productivity gains, can manage even the smallest event, like Superbike, with much better results than current ones. "If this happens, the older company behind this events will go bankrupt, and the company that adopted this revolutionary technology based on a strategic team will replace it."
	What emerging GenAI trends do you believe event organizations should prepare for?	"Startups. Organizations should prepare to face companies that are created from scratch."
Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution & Future Applications or Features: The interviewee believes that it won't take long for the fields of project and event management to have the first event companies where 1 person owns it but the rest is all managed by a GenAI tool, including events from A-Z. "I don't think that's even hard to imagine."
	How do you think GenAI will reshape customer expectations or event experiences in the future?	"When using social media, they can be interacting with real people, real information, false information, AI-generated information... they are no longer able to discern." The interviewee talks about the loss of the human component and how hard it is to find the middle ground.
	Do you believe GenAI will become a standard component of event management practices?	Yes.

Area	Interview Questions	Interviewee 9 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: Atlântida WTA Viagens, based in Portugal. Role: Sales and Marketing Director - The interviewee is in charge of the group's supplier and client management and is responsible for the whole commercial part of the company.
	What types of events do you primarily manage or specialize in?	At the moment, the interviewee just passes the lead and client request for the events team - which manages primarily corporate events. However, in the past she directly managed trade events within the tourism sector.
	How many years of professional experience do you have in event management?	5 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	The interviewee did not explicitly acknowledge or mentioned the use of project management frameworks or methodologies. She mentions that the first step, after receiving an event request, is to meet with the client, in order to comprehend what are his/her perspectives and expectations. It is fundamental that you receive the allocated budget right away, in order to select adequate resources. "After, you just need to work the event in an organized and methodical way. I usually use Excel for that organization." She mentions that there are also several meetings with the client in between this process to make sure the event is in the right direction to meet their needs.

RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	The interviewee notes that they are only starting now the adoption of this tools in event management, so for now they just use the GenAI that is embedded in the organization's CRM tool. Individually, the interviewee uses GenAI mostly as a search tool or to help with reports.
	What GenAI tools or platforms are you familiar with or currently use?	ChatGPT and Copilot.
	How do they support your work (e.g., automation, assistance or augmentation)?	Automation and assistance.
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: "I would like to be a little bit more at ease using it. It is pretty easy, but I'm always questioning if the information it is providing is correct. I haven't developed these skills yet." Frequency of use: Monthly.
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 1 year. Motivation: "A pressing need to respond and have tasks done quickly, in order to enjoy life after work."
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	"I believe that, nowadays, GenAI is being increasingly used in all areas and segments." The interviewee considers herself to be from "the old guard" and that her generation still needs to learn and develop quite a lot. "Your generation will, if you don't already, use it in an extremely natural way."
RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	Time saving, additional information gathering, productivity, creativity, efficiency, cost reductions and document redaction and summary.
	Can you share an example where GenAI contributed positively to an event project outcome?	The interviewee's organization is implementing a new self-booking tool and she had a doubt about how something worked within it. She asked ChatGPT and it indeed generated a helpful answer that later served as basis for her colleague to dwell on the subject and specifically question the company providing the tool.
	What limitations or challenges have you observed in implementing or using GenAI tools?	The interviewee states not securely believing in the reliability of the information provided by GenAI. She also mentions that "the biggest challenge is people understanding the tool and developing the skills needed to manoeuvre it."
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	"They evaluate it very positively."
RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	"It is always a risk, AI can be used for good or for evil."
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	The interviewee thinks that people might be exaggerating or over-reacting when it comes to privacy issues. However, she mentions that contracts and wishes must be respected and that there are data policies that need to be followed. "It is something that can make our life a little harder sometimes."
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No.
	How do you see GenAI affecting the skills and roles required in your area?	"GenAI is a tool." The interviewee believes it will help immensely, saving time for people to battle the growing work intensity and live their personal life.
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	"I think it's good that this technological development is happening. It generates a constant will to learn, develop and evolve as professionals."

RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	The company provides training and is characterized by a collaborative environment, where employees can share and learn from each other's experiences, namely with GenAI. "When I started to work at Atlântida, they naturally told me to use Copilot."
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	"We are heading there." The interviewee's organization has recently created a technological department with 3 people (number she expects to grow) to dwell on the new technologies and how are they to be used by the employees.
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	The interviewee recognises its importance, stating that the organization's administration and partners care about GenAI adoption and the appearance of new technologies. "They are in the look out for GenAI and want to implement it within the company."
	What emerging GenAI trends do you believe event organizations should prepare for?	The interviewee did not know how to answer.
Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution: "I think it will be the future and people will use it more and more." Future Applications or Features: The interviewee talks about the potential of GenAI as add-on features in existing platforms.
	How do you think GenAI will reshape customer expectations or event experiences in the future?	The interviewee did not know how to answer.
	Do you believe GenAI will become a standard component of event management practices?	"Yes, I deduce that this will become a common practice."

Area	Interview Questions	Interviewee 10 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: R Concept Unilever, based in Portugal Role: Project Manager Marketing Intern
	What types of events do you primarily manage or specialize in?	Corporate Events - conferences, webinars and brand activations.
	How many years of professional experience do you have in event management?	4 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	"I've never heard of those methodologies." Their process begins upon receiving a client request for an event, whether it solely involves the hiring of hostesses or the development of the whole creative proposal of the event. Internally, as a team, they deconstruct this request and start the development of the proposal which is then presented to the client. This process encompasses constant contact with the client, so they can, in an iterative way, improve the proposal to fit the client needs and expectations. After the event, there's a closure phase with a feedback session to understand how it went.
RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	On a personal basis, the interviewee has used GenAI to help formulate creative proposals, as "it helps to unlock creativity". She mentions using it for formal communications as well. At the moment, working in marketing, she uses it more frequently, once again mostly for helping with the creative part.
	What GenAI tools or platforms are you familiar with or currently use?	ChatGPT, Copilot and Gemini.
	How do they support your work (e.g., automation, assistance or augmentation)?	Assistance. "I haven't gotten to the level of automation yet, but I can see it happening in this new marketing role."
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: "I feel that I'm still in an embryonic, basic level of utilization. I think there are much more effective ways to use it." Frequency of use: Daily.
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 3 years. Motivation: "I started using GenAI because it became a trend." The interviewee explains that as in a personal and academic level it worked so well, she decided to adopt it in her professional life as well.
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	"In the events industry, I think GenAI adoption is still at a very embryonic stage, it hasn't progressed a lot. But I think this is due to the sector itself, as it is still very human." The interviewee mentions this field depends on being with people, communicating, it has a very strong human component, which GenAI cannot replicate. "In the events sector, it still grows very slowly. I think there are still a lot of people, maybe owing to age or generation, that prevent this GenAI boom from happening in the industry."

RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	Efficiency, creativity and time saving, as it automates tasks that used to take a long time to be completed, and "nowadays, with a click everything is much faster".
	Can you share an example where GenAI contributed positively to an event project outcome?	The interviewee shared an example where ChatGPT helped with a creative proposal for children animation, generating tutorials, the activities plan and the list of materials needed. "ChatGPT was my best friend."
	What limitations or challenges have you observed in implementing or using GenAI tools?	"GenAI literally appeared out of nowhere into our lives. What did not come along with it, was an instruction book or explicit guidelines on how to use GenAI." The interviewee then mentions that GenAI has multiple benefits but only if people know how to use it. If they don't, a lot of time is lost in trying to operate with these tools, and it can even lead to people using them wrongly or in excess. She mentions that a big limitation is the lack of knowledge on these tools and how they work.
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	"I think the use of GenAI is still highly questioned and not well perceived or understood by most people." The interviewee argues that some people still believe using GenAI is synonym of losing autonomy or authority over our job. "I think it will still be a little hard for some to accept."
RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	One of the risks highlighted by the interviewee is the capacity people have to use it in a negative way, for example to create fake news or disseminate incorrect information. She also shows concern for the consequences of overuse or over-reliance, such as having our cognitive capacities reduced, namely younger generations. She mentions that GenAI does not have the human virtue needed to discern what is ethical or not, giving the example of asking ChatGPT to generate an image: "We ask ChatGPT for an image and then we use such image. The question is: Where are image rights? Who does this image belong to? There are a lot of things that still need to be defined, and when using ChatGPT-generated content, we might be using something that we do not have permission to or that we do not know the source of."
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	The interviewee considers it extremely important, once in her job they constantly work with confidential data and most of the times have confidentiality agreements to uphold to. She states that she never utilized this sort of data in GenAI tools. "I never forget that this is a machine and all that you share is not effectively private - as has ChatGPT's CEO already publicly stated."
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No.
	How do you see GenAI affecting the skills and roles required in your area?	"It really depends on each person. I feel that are people who have the discipline to correctly use these tools and then there is the opposite side of becoming dependant on them and starting to lose capabilities, especially soft skills." The interviewee hopes that in the events area, that is such human-dependant, professionals have this discernment. It is good that they use GenAI to increase efficiency, to help save time and to awaken the creative side, but all without compromising the essence of events, which is people.
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	"We are talking about a machine that has the capacity to learn, and that is scary." "For me it's an in-between enthusiasm and concern."

RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	In events, there was never any encouragement (smaller company, leadership not tech-savvy). In marketing, as soon as the interviewee entered the company, her managers suggested the use of Copilot (multinational company). "Unfortunately, training on GenAI tools is not a common practice yet."
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	No. "GenAI usage is still mostly based on word of mouth. They just say: 'Use it because it is useful'."
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	"There always needs to exist this alignment between leadership and everyone else on the organizational side, in the sense that we are talking about conduct, strategies, best practices on how to use GenAI."
	What emerging GenAI trends do you believe event organizations should prepare for?	The interviewee believes companies should prepare and have a software to validate GenAI-generated content, in order to make sure it's viable. She also mentions the need for a more educational and informational preparations on how to best use these tools.
Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution: "I feel that this evolution is still going to take some time. Our country is normally a late and slow adopter, namely due to older population." Future Applications or Features: "There is the possibility, once there are already existing event platforms, of GenAI integration within those."
	How do you think GenAI will reshape customer expectations or event experiences in the future?	The interviewee believes that GenAI can become a tool that positively influences customer expectations, as it allows for a wider and deeper creative exploration. "I think it works as an open door to grow beyond what were former customer expectations."
	Do you believe GenAI will become a standard component of event management practices?	"In a few years, yes. In the short term, I don't think so yet."

Area	Interview Questions	Interviewee 11 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: Freelancer, based in Angola. Role: Marketing Consultant
	What types of events do you primarily manage or specialize in?	Corporate events (punctual) and sports events (such as Estoril Open, which are long-term and demand a greater preparation).
	How many years of professional experience do you have in event management?	25 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	"No, we do not have any methods or tools for event management." The interviewee refers using Excel, which is not an AI tool but helps a great deal. In terms of process, she refers it starts with the client briefing, which is followed by the development and presentation of the concept's creative draft. Once this concept is approved, they start the planning and budgeting phase, outlining the different stages and tasks of the event. Next, they work on the creative part, which involves marketing and communication. In bigger events, such as Estoril Open, there's various teams working simultaneously and each team manages their tasks in their own way. However, they do have one weekly meeting with everyone to pinpoint critical aspects, improvements and ideas. "But it's a job that is very uncomputerized and highly personalized."
RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	Mostly marketing and communication management. The interviewee mentions she has used GenAI to work a brand's tone of communication, generating scripts for a website, presentation brochures, and so on, all while maintaining the brand's chosen tone. "I keep discussing with ChatGPT until I get what I need, and I think this can also be adjusted to event management." She also mentions using this tool to build proposals and structures, as well as to summarize extensive documents.
	What GenAI tools or platforms are you familiar with or currently use?	ChatGPT.
	How do they support your work (e.g., automation, assistance or augmentation)?	"We're not in the automation phase yet." Assistance and augmentation. "Augmentation surely. ChatGPT helps me think, I can discuss with it, agree or disagree, in which case it suggest different points of view."
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: "I'm not an expert. I'm still at experimentation level." Frequency of use: Daily.
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 3 years. "ChatGPT has been my ally for many years." Motivation: "At first, I showed some resistance because I thought it wasn't well-developed yet. However, in virtue of working alone, I started exchanging ideas with it and understanding it was getting somewhere. It became a work partner."
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	"I think it's progressing very fast." "I think it will boom and we'll have to differentiate ourselves by the relations we have with people instead of technical competencies, which will be provided by the tools, in order to stay relevant and create value"

RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	Time saving and automation, which will free time for people to dedicate in creating value another way. Higher productivity, once there is a decrease in time needed for completing some tasks. The interviewee notes that it can also augment creativity, provided that we remain critical when evaluating what GenAI produces.
	Can you share an example where GenAI contributed positively to an event project outcome?	The interviewee talks about when she used ChatGPT to summarize extensive guidelines for the sustainability plan of an event, which then served as basis for her to structure and write said plan.
	What limitations or challenges have you observed in implementing or using GenAI tools?	"One limitation is that people don't know how to use it, there is no training for professionals, organizations are not adopting." The interviewee notes that there is a lot of fake communications running around, which makes it challenging wanting to take the risk of learning how to use the tools by herself. She believes that this adoption will be challenging for society itself, once various people won't know what is their place in society anymore or how to bring value for their lives, their families. "Here we have sociological issues that can be quite dangerous."
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	"There is still little transparency. If someone uses GenAI to make a proposal, she/he does not assume to the client that it was used."
RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	The interviewee introduces various ethical risks, such as people's appropriation of GenAI-generated content as theirs or the loss of personalization due to over-usage of GenAI tools.
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	"Very. There can be information leaks and it is easy for confidential information to get lost within the tool." "The business core of a company can also be at stake, if its intellectual property is disclosed."
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No.
	How do you see GenAI affecting the skills and roles required in your area?	The interviewee believes that GenAI will affect skills and roles, in the sense that today's market asks for a different and much faster rhythms and work contexts are rapidly changing. "There is a need to study behaviour again, and it's necessary to restructure people's functions and competencies." "People will need to be much faster, cunning and discerning to arrive to the same place."
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	"I'm very confident. I'll have to learn, but with 25 years of experience is good to still have something to learn."

RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	N/A
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	The interviewee is now starting a process, which goal is to understand in what ways can GenAI help the marketing department, the brand's communication and the organization overall.
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	"It's fundamental. If there's no organizational alignment, nothing happens." The interviewee argues that there needs to be leadership willing to take that step. Once that happens, everything is possible, but she alerts for the great R&D effort it will take.
	What emerging GenAI trends do you believe event organizations should prepare for?	"Anything that involves tools that help optimize processes, that subsequently reduce the cost per hour. I think price is what will start to make a difference. An agency that has optimized processes versus one that does not, will have much lower costs and be much more competitive." Additionally, she mentions that event organizations should be on the look out to not lose their creativity, humanity and the glow that makes the events industry so special.
Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution & Future Applications or Features: "I have no idea. I'm so far away from knowing what will be possible to automate."
	How do you think GenAI will reshape customer expectations or event experiences in the future?	"I think clients always ask for the best of both worlds, the cheapest possible option, whether artificial intelligence is involved or not."
	Do you believe GenAI will become a standard component of event management practices?	"I think so. Any day now, there will be best practices and tools that are here to stay."

Area	Interview Questions	Interviewee 12 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: SBC - Sports, Betting and iGaming industry event company, based in the UK and operating worldwide. Role: Head of Events - The interviewee heads up their flagship B2B event SBC Summit, in Lisbon.
	What types of events do you primarily manage or specialize in?	"SBC Summit is a week full of different activities. So the main area is a conference and exhibition covering 135,000 square metres with 30,000 participants. But then we also have parties, dinners, football matches, leaders summits, lots of different smaller events around that."
	How many years of professional experience do you have in event management?	15 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	The interviewee states that they do use some project management frameworks and methodologies. They set out to plan the event 12 to 18 months in advance depending on the size of the event, starting by defining the project's timeline and budget. "Sometimes that includes Kanban resource tasks allocated to individual people. And then you have sort of key milestones across that year that you have to hit. Some are flexible, some are not so flexible." They then make sure they are hitting those milestones, which can go from sales deadlines to operational deadlines within event management (conference speakers, acquisitions, and so on). "There's lots and lots of different teams with lots and lots of different deadlines."

RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	The interviewee notes that people use ChatGPT quite frequently to freshen up wording or get some quicker research done. "Whereas in the past we might have spent hours researching venues and locations to host events and travel routes and things like that. Those are now very quick answers." "In terms of actually using sort of AI bots to do tasks and sort of manage projects. We're not quite at that stage yet."
	What GenAI tools or platforms are you familiar with or currently use?	ChatGPT. They use Asana for project management, which already has some AI add-ons. Their design team uses Claude, for generating imagery and then further editing it themselves. "I get targeted with a lot of adverts for a lot of different AI tools and so I'm quite interested in looking at them. I've had a look at some like the knowledge management on Notion, and some of the e-mail automation capacities on Superhuman. They look really interesting, but I haven't personally tried them yet."
	How do they support your work (e.g., automation, assistance or augmentation)?	Assistance. "It is more the research side of things at the moment. However, I think there is a lot of bandwidth to automate things. We have a lot of automations in our sales process, but they're not necessarily AI."
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: Medium level. Frequency of use: "I would say day-to-day, I think my team probably uses them more than I do."
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 2 years. Motivation: "Speed, easing up people's workflow, allowing people to do more work and putting effort into other areas."
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	"Definitely slower than other industries. It's not an inherently techie industry." The interviewee mentions the existence of chat rooms where people share ideas on how AI can change the events industry. He has observed that some have already built their own "sort of GPT models", which they attached to an information source, and use to ask questions and extract the needed information in a much faster and simple way.

RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	Efficiency and speed. Besides these, the interviewee highlights the cost reduction benefit. "I'm keen not to make it something that gets rid of people, but obviously every year you're trying to grow and you hire new people. So, maybe there is an area where you don't hire as many new people, so you're definitely not getting rid of people, but you're maybe not growing the team at the same size you were going to do so, because you're able to give some of the administrative tasks to the GenAI bots." He also talks about the possibility of the appearance or creation of a single event management tool, which would definitely drive cost savings.
	Can you share an example where GenAI contributed positively to an event project outcome?	The interviewee states that, nowadays, all the venues they use for additional entertainment (parties, dinners and so on) originally come from a list made by ChatGPT. Whereas in the past they would need to hire a local agency, now they just have to check the feasibility of ChatGPT's suggestions themselves. "I definitely think venue finding is probably one of the the biggest things that's improved so far."
	What limitations or challenges have you observed in implementing or using GenAI tools?	"It can often provide information that does not come from truthful sources." "I think knowing when to cross check the data and when to trust it, is probably one of the toughest things."
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	The interviewee hasn't noted any changes so far. But he argues that "if people think you've used ChatGPT too much, there's a thought process that maybe it's not as good quality or that you've not put as much effort into it. I think that's quite close minded."
RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	"There'll be a skills gap", says the interviewee mentioning newer generations that are already coming into the job market using only AI. "There'll definitely be some lost skills in terms of manipulating data and research processes."
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	"We haven't implemented some sort of internal AI tools due to those worries." "We've definitely held off sharing a lot of our internal data with tools like that, which may speed up our work, because there are worries around where that data will go and what will happen with it in the future."
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No.
	How do you see GenAI affecting the skills and roles required in your area?	"I don't think events people are at a worry of losing their jobs. I think the jobs will just change." The interviewee once again underlines the adaptability of event professionals, stating that they'll adapt to this revolutionary technology better than other professionals all around the world. "You'll never lose the creative elements of running an event. An AI-bot is never going to stand there and decide how the full flow of an event should be, take in the feedback from previous years and make person-led decisions." He argues that it can obviously give advice based on data, but "it's far away from being able to make human-led decisions on things like experiences."
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	"I think both, but more confidence, I think it's a very good thing. There obviously aren't global rules around it, it's a bit of a free chase: who's going to win the GenAI race? So, I think that's a little bit worrying, more from a world concern rather than an event specific point of view."

RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	"I think it'd be fair to say the business neither supports nor holds people back from using it." "People are in general encouraged to test different systems and test what will improve their workflow. We're not afraid of investing in things if there's a need to do so."
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	No. "I think we're open to looking at new tools, but there isn't a sort of defined push for doing it."
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	"Very, very important. I think if you're actually going to adopt something, it needs to be agreed company wide: why you're doing that, what information you're sharing, who's going to be using it and that everyone's on board with it as well." "If the whole company does not understand why you're doing it and what the benefits of it are going to be, then they can just be reticent or scared."
	What emerging GenAI trends do you believe event organizations should prepare for?	"That if you don't use it, you'll be left behind."
Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution: The interviewee highlights the potential for GenAI's automations - "If we were just to decide a project scope at the start, potentially you could put that whole project scope into a GenAI tool and it could come back with strategies and growth targets and things like that, whereas at the moment that is all done by a person." Future Applications or Features: "The next biggest thing will be sort of reviewing tasks' timelines and offering advice based on previous events." The interviewee additionally believes that creating a GPT model specifically for inventory management, sales or event management (potentially around hotel booking, for example) could be a good next step as well.
	How do you think GenAI will reshape customer expectations or event experiences in the future?	"I think people will expect things much faster."
	Do you believe GenAI will become a standard component of event management practices?	Yes. "Maybe not as much as some other industries, because there still are a lot of human processes and creative processes to events. Especially, because our whole core business is in-person experiences. It's what events are."

Area	Interview Questions	Interviewee 13 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: Fremantle Portugal Role: Executive Producer - Coordination of the entire production process. "From production itself, from water to software, public's food, wardrobe, contents, research and everything else, and then post-production." "We have people responsible for each area, and what I do is coordinate them to deliver a final product."
	What types of events do you primarily manage or specialize in?	Television events/production - specialized in entertainment.
	How many years of professional experience do you have in event management?	20 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	"Our methodology is largely based on the experience we already have. We do not use any existing academic methodology." The interviewee explains that they have their own methodology, which is based on creating the necessary conditions with "key people, in key positions." Then they follow a delineated structure to meet the project's needs - concurrent, licences, authorizations, venues, and so on. "We all already know so well how things work, that we just have a meeting at the outset of each project and after each one takes care of what is needed on their respective area." After the execution of the event, they proceed to the post-production phase, the conclusion of the event, which includes editing and delivering of the final product.
RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	In post-production, they used to have a software, which costed 60.000€, until an autodidact member of their team used a GenAI tool and started programming it to edit videos. "It works beautifully and in a solid way. And the cost was basically his cost. For us, it was a huge change." Within their day-to-day, they normally use it for research and translations. "This will give us the opportunity to expand our ability to communicate without error." The interviewee mentions they already use it sometimes to manipulate images - "If we have a new décor, a new show and need to demonstrate an idea of what it would look like, we normally ask GenAI to give us ideas on how to create this décor and so on."
	What GenAI tools or platforms are you familiar with or currently use?	Perplexity and ChatGPT.
	How do they support your work (e.g., automation, assistance or augmentation)?	Automation and assistance.
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: "I'm a bit of a novice in this and I have some resistance given my age." Frequency of use: Weekly.
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 1 year. Motivation: "GenAI's adoption was imposed by the parent company - Fremantle International."
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	"In the television sector, the pace is being somewhat cautious due to rights issues." However, the interviewee states that the prospect of exponentially reducing the existing edition stations (from 25 to 3) is at the end of next year. "It's brutal."

RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	"A huge cost reduction, which can be leveraged far more than people realize." The interviewee believes in the facilitation GenAI will provide, including immediate access and time savings.
	Can you share an example where GenAI contributed positively to an event project outcome?	Every time they use music in a show, there is a software that creates sheets in which the music's duration, author and library are explicit. Then, they used to have to create a new Excel document and work some time on it. Nowadays, they have an GenAI-powered system, "which works similar to Shazam, that listens and in 5 minutes we have the sheets made and organized."
	What limitations or challenges have you observed in implementing or using GenAI tools?	The interviewee talks about the existing lack of knowledge on the tools' possibilities and capabilities. He also highlights the challenge that is people's resistance (especially within older generations).
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	"It does not affect yet, as we haven't started airing any final products with AI directly embedded, in a way that they can perceive it's being used."
RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	The interviewee states that one of the biggest risks in this area is that "if it is overused, it can drastically reduce quality and make the images not credible." He mentions the importance of image veracity, once people nowadays are constantly targeted with fake products, either images or news, making them stop believing in what they see.
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	"One of our area's more serious problems is rights issues." "We have enormous legal teams working on these. However GenAI is still in limbo, because you create on top of products that are based in a lot of existing materials, and when you get an answer from these algorithms and use it, you do not know who owns the information's rights. The interviewee explains that, at the moment, there's great care in explicitly saying what was made by GenAI and what specific software was used in order to protect the rights.
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	There was a Spanish show which used a AI-powered presenter, which generated quite a revolution between cast members.
	How do you see GenAI affecting the skills and roles required in your area?	"Unfortunately, this will greatly reduce access to certain types of suppliers. Which is unfortunate because it will reduce these economical cycles, while augmenting others." "For us directly, what will happen is job displacement."
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	Both. The interviewee worries about the endless capacities GenAI possesses and how it will affect the way people work. "The time we have is insufficient to accompany this evolution." On the other hand, he feels confident as "more and more there'll be good and highly developed tools specific for certain areas and tasks."

RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	Yes. Through training and access to tools.
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	"Fremantle's parent company already has everything completely defined. It knows what it wants to pursue and is implementing it carefully." The interviewee discloses they have already established an AI-specific department, which is currently working and analysing AI tools, distributing and communicating those they find appropriate for the business.
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	"In my opinion, the role of the organization is fundamental." The interviewee defends that besides basic training, there should be an awareness training on the potential these tools have and that gets people to think outside the box.
	What emerging GenAI trends do you believe event organizations should prepare for?	The interviewee believes organizations should prepare for people being forced to work differently. "I believe that suddenly there'll be a need for new departments and new ways of working, both internally and in events."
Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution: "I believe the evolution will be extremely fast." Future Applications or Features: The interviewee states that the next step is automating that post-production video-editing task. Then, he talks about the possibility of substituting live public for GenAI imagery (which would save around 70/80.000€), and even the capacity of writing the show's scripts. Lastly, he mentions how GenAI will help create work-specific platforms.
	How do you think GenAI will reshape customer expectations or event experiences in the future?	"The customer's expectation here is for something that is both good and cheap." The interviewee believes their expectations will be to lower costs while innovating. He additionally mentions that GenAI will promptly bring new scenarios, lights and other artistic event components that will revolutionize event experiences in the future. He gives as an example the introduction of virtual presenters or fully online events.
	Do you believe GenAI will become a standard component of event management practices?	Yes.

Area	Interview Questions	Interviewee 14 Answers
Professional Background	Could you please describe your current role and main responsibilities within your organization?	Company: Freelancer, based in Portugal. Role: Audiovisual Producer
	What types of events do you primarily manage or specialize in?	Cinematic events/production.
	How many years of professional experience do you have in event management?	33 years.
	Could you briefly outline the typical process or methodology you follow when planning and executing an event? Do you apply any project management frameworks or methodologies?	"Yes. The major foundations of project management, besides the artistic aspect, within the more administrative are based on 2 essential elements: a timeline and a budget (time and cost)." The interviewee considers these to be the determinant factors in most production or event-led decisions, namely how resources are managed and allocated.
RQ1: How are event professionals currently using Generative Artificial Intelligence (GenAI) within project management processes?	In which stages or processes of event project management (e.g. scope, risk, time, quality, cost, resources, communication, stakeholder, procurement, marketing management) is GenAI currently being used in your work or organization?	The interviewee uses GenAI mainly in communications, to improve his wording or shifting tones. He mentions using it as a verification and validating tool, namely to support cost management. Additionally, he mentions asking its help to support or generate ideas, working on creativity.
	What GenAI tools or platforms are you familiar with or currently use?	ChatGPT, Gemini and Nano Banana (video generation). "However, nowadays, AI is everywhere. You use it without even noticing."
	How do they support your work (e.g., automation, assistance or augmentation)?	Assistance and augmentation. "I use it to improve things or even to create new ones. If I explain a problem to it, the machine helps me find a solution and suggests various points of view. I also use it for more basic tasks, such as validation."
	How experienced or proficient do you feel using these tools, and how frequently do you rely on them in your daily tasks?	Proficiency level: "It seems to me that through constant use I'm learning to better communicate with the machine." Frequency of use: Daily.
	How long have you been using GenAI, and what motivated its adoption in your workflow?	Has been using GenAI for about 2 years. Motivation: "It progresses so far, that we need to keep up, or else..."
	From your perspective, how would you assess the overall pace of GenAI adoption in the events industry?	"I think it's huge. Everyone uses it and to a great extent." "The integration of these tools into daily professional life is enormous." However, the interviewee believes GenAI is being underutilized, as people don't realize its potential.
RQ2: What are the perceived benefits and limitations of GenAI usage within the industry?	What do you see as the main benefits of using GenAI in event project management?	Time and cost savings, once it helps executing tasks much faster. Tools accessibility. The information it gives, although not always valid or truthful, is very complete.
	Can you share an example where GenAI contributed positively to an event project outcome?	The interviewee talks about one time, when planning a big project which had a highly complex service sheet, with a lot of different accommodations, workhours, employees, and only 10 drivers and 10 vans. They all had to work and be on time, so he explained all the conditions to ChatGPT and input the transportation map, so the tool could verify if there weren't any incompatibilities. It worked perfectly.
	What limitations or challenges have you observed in implementing or using GenAI tools?	"They are not very consistent, which makes them unreliable." The interviewee also talks about some people's lack of predisposition, competence or capacity to adapt.
	How do your clients or stakeholders perceive the use of GenAI in your work and industry overall? Has it affected their expectations or satisfaction?	"For now, most of them don't even know if I use it or not. It's a behind-the-scenes work." The interviewee mentions that only in the example he gave of the transports' organization, did the client notice. "He was very pleased, and asked for my help implementing a similar tool within their processes."

RQ3: What risks and concerns are associated with integrating GenAI into event project management workflows?	What risks or challenges do you associate with GenAI usage in event project management, particularly if it is misapplied or overused?	Job displacement. "We won't have any chance of competing in the job market with it. This is very discouraging for those starting their professional life." The interviewee additionally introduces a risk which is already happening: "There will come a time when it will be like in science fiction movies, where we won't be able to discern what is human or machine anymore."
	How significant do you consider ethical and data privacy issues when applying GenAI to client or event data? How do you address them?	"I think these issues are very dangerous, because when upload something on the internet, even if they say it's protected and secure, it is not." "Everything within the internet, one way or another, it's accessible, you just don't know by whom." Talking about ethical issues, the interviewee gives the example of the artistic creation of a literary text or script. If GenAI does it, "Who is the author? Anyone the machine stole and learned from?" He states that this is a very sensitive issue and that it is extremely hard to regulate.
	Have you encountered or heard of situations in your professional context where GenAI raised ethical or regulatory concerns?	No, except this last ethical issue being a constant discussion and concerning theme between screenwriters.
	How do you see GenAI affecting the skills and roles required in your area?	"I think that more mechanical tasks and jobs will disappear." "Now, careers where human contact is essential, such as events, those will be increasingly valuable, because they are irreplaceable."
	How do you personally feel about the pace of GenAI's evolution - does it inspire confidence, concern, or both?	"Both. I hope to know how to use and leverage these tools to their maximum. On the other hand, I know this force goes against us."
RQ4: How do organizational factors influence the adoption and effective use of GenAI in event management?	To what extent does your organization encourage and support the use of GenAI (e.g., through training, access to tools, or internal incentives)?	N/A
	Does your organization have a clear and defined strategy or framework for GenAI adoption and implementation?	The organizations the interviewee has worked with have a defined strategy, in order to be more efficient and reduce costs. And also, as mentioned by him, "so they don't miss the train".
	How important do you think organizational alignment and leadership support are for successful GenAI adoption?	"I think it has to be of full support, in the interest of the organization itself."
	What emerging GenAI trends do you believe event organizations should prepare for?	"Once events organizations can leverage GenAI to alleviate administrative tasks, such as planning or budget management, event professionals will be freer to focus on the human component."
Future Perspectives	How do you envision the evolution of GenAI in the events industry over the next few years? What new applications or features do you expect to emerge for event project management?	GenAI Evolution: "The leap will be quantum." Future Applications or Features: The interviewee believes we will be able to pre-define specific tasks for GenAI tools, such as ChatGPT, to execute completely autonomously. He also mentions the idea of integrating GenAI in event-specific platforms or software.
	How do you think GenAI will reshape customer expectations or event experiences in the future?	"There's a problem: the customers themselves, having access to the same tools that we have, feel empowered to do the work themselves." However, the interviewee mentions that they lack the specific "know-how" that comes with years of experience. "Nowadays, it's common for clients to request a budget and say things like: 'ChatGPT gives me a quote of 10', when in reality it costs 30. Many clients already use this as an argument."
	Do you believe GenAI will become a standard component of event management practices?	Yes. "It is inevitable."

7.11. Organizational Recommendations for GenAI

Recommendation	Description	Intended Outcome	Key Sources
Develop Robust AI Policies	Establish clear guidelines covering data privacy, ethical GenAI use, and responsible application. Ensure compliance with legal and industry standards.	Builds trust, reduces risk, and ensures accountability.	Barcaui & Monat (2023), PMI (2024a)
Invest in Training & Upskilling	Provide structured training programs, workshops, and continuous learning opportunities to equip project managers with GenAI literacy and practical skills.	Enhances adoption, reduces resistance, and empowers employees.	Weng (2023), PMI (2024a), Felicetti et al. (2024)
Create AI Support Infrastructure	Form dedicated AI support teams to guide non-technical staff, troubleshoot issues, and share best practices.	Smooth integration and reduced operational friction.	Weng (2023)
Promote Collaborative Learning	Encourage peer-to-peer knowledge sharing, webinars, and communities of practice. Provide safe environments for experimentation (e.g., prompt libraries).	Fosters innovation, accelerates learning, and builds collective expertise.	Weng (2023), PMI (2024a), Felicetti et al. (2024)
Ensure Strategic Alignment	Align GenAI tools with organizational goals and project management needs. Communicate direct benefits clearly to employees.	Improves task-technology fit and maximizes ROI.	Felicetti et al. (2024)
Implement Feedback Mechanisms	Regularly collect and analyze feedback on GenAI's impact on efficiency, decision-making, and risk management.	Continuous improvement and better alignment with user needs.	PMI (2024a)
Balance Human & GenAI Roles	Position GenAI as an augmentation tool, not a replacement. Highlight the value of human judgment, empathy, and leadership.	Preserves organizational culture and employee trust.	Aramali et al. (2025)
Plan for Change Management	Adopt proactive strategies to manage cultural shifts, including transparent communication about GenAI's benefits and limitations.	Reduces resistance and fosters a culture of innovation.	Weng (2023)

Table 10: Strategic Organizational Recommendations for Effective GenAI Integration

7.12. Exploratory Correlations for Further Study

Correlation Pair	Potential Relationship	Research Implication
Professional experience and Proficiency in tools	More experienced professionals (especially older generations) may show lower proficiency due to resistance or slower adoption.	Investigate generational differences in tool adoption and training needs.
Professional experience and GenAI use	Senior professionals may adopt GenAI less frequently, reflecting skepticism or reliance on traditional methods.	Explore how career stage influences openness to AI-driven practices.
Type of events and GenAI adoption	Adoption may vary depending on event type (e.g., corporate vs. sport events).	Smooth integration and reduced operational friction.
Frequency of use and Proficiency in tools	More frequent use likely leads to higher proficiency.	Test whether practice intensity predicts skill development.
Duration of GenAI use and Extent of incorporation	Early adopters may integrate GenAI more deeply (First Mover Advantage).	Assess long-term integration patterns among pioneers vs. late adopters.
Duration of GenAI use and Proficiency in tools	Longer exposure may correlate with higher proficiency.	Examine learning curves and cumulative experience effects.
Proficiency in tools and Perceived benefits	Higher proficiency may lead to greater recognition of benefits.	Investigate whether skill level mediates perceived value of GenAI.
Professional experience and Feelings about evolution	Older generations may express more concern or resistance to technological evolution.	Study attitudes toward change across career stages.
Feelings about evolution and GenAI use	Those with stronger concerns may use GenAI less frequently.	Explore whether skepticism directly reduces adoption rates.
Organizational encouragement and GenAI use	Strong encouragement likely increases adoption.	Evaluate the role of organizational culture in driving usage.
Organizational encouragement and Proficiency in tools	Support and training foster higher proficiency.	Test whether organizational investment accelerates skill development.

Table 11: Potential Correlations Identified Through Mixed-Methods Analysis