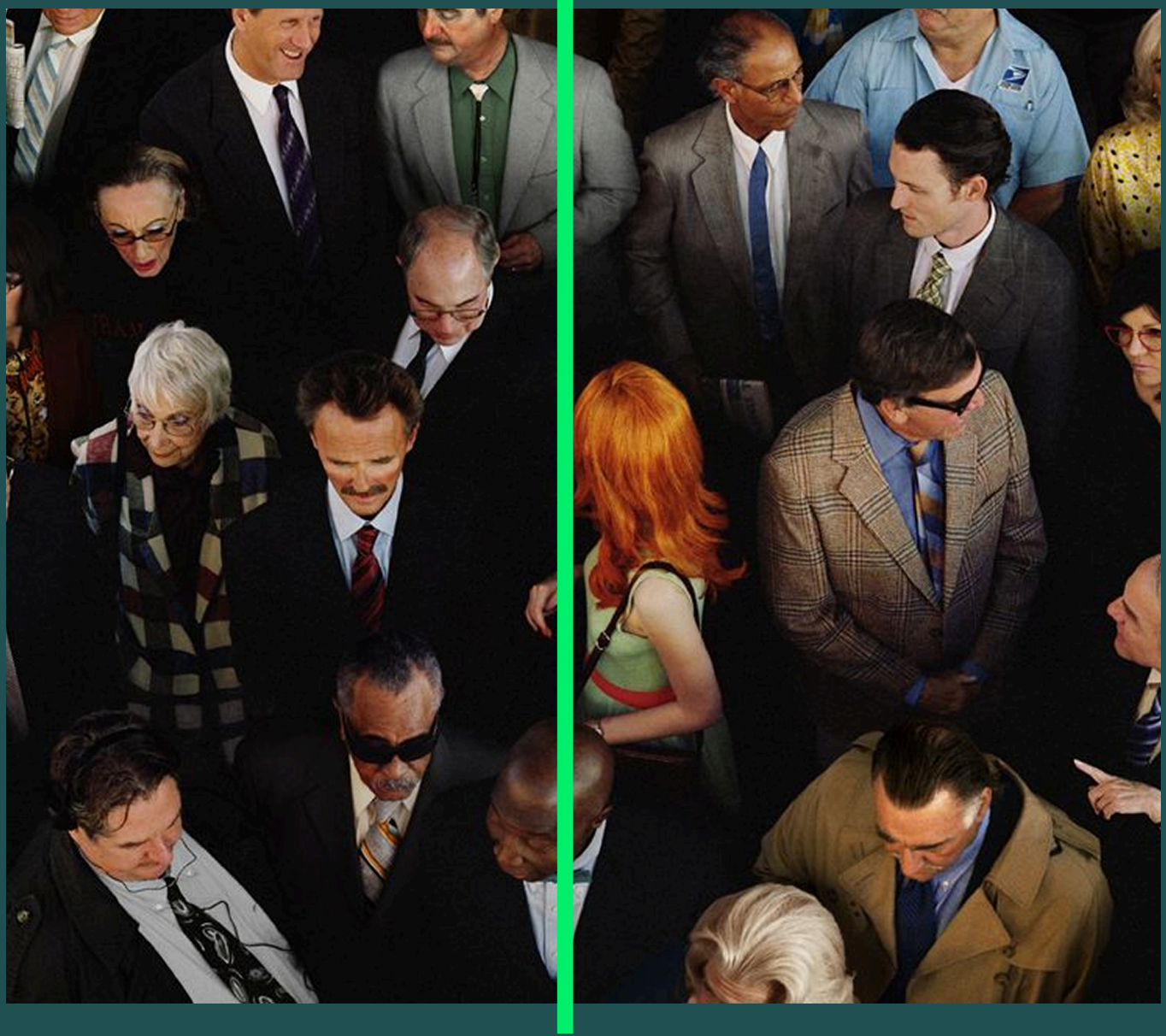
THE CVENT CENTER FOR EVENT INSIGHTS

Co-produced by MPI

# LESS MINDLESS



# MORE MEANINGFUL

## What AI Is Actually Taking From Event Work

# FOREWORD

Ask a room of event professionals about AI and the conversation eventually arrives at the same question. Is this coming for my job?

The answers swing from reassurance or alarm, with neither offering practical strategies for navigating the change. We wanted to fill that gap with a map.

This is one of two reports that mark the launch of the Cvent Center for Event Insights. The other, Event Performance Landscape in the Age of AI, is a study the Cvent Center for Event Insights commissioned from Forrester Consulting, found that, while most teams are using AI, far fewer are seeing significant value from it.  Value shows up where AI is pointed at work that depends on clean, unified, and integrated event data. That report shows the destination.

This report, co-produced with MPI, shows where to start. Cvent's own meetings and events team, led by Allyson Keenan, broke down their work task-by-task, deciding what a person should own, what AI could support, and what AI could take on entirely. Her team's case study is the spine of this report. We used that experience to draw a map of event work, and to show how a team gets from where most are today to where the leaders in Forrester's study already stand: one task at a time.



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cvent™

Their conclusion? Around 40 percent of event work can now be supported by AI. That is a big number, and we are not going to soften it. Where a role is made up mostly of tasks, those roles will change. Where a role is built on judgment, relationships and the live experience of being in the room, the tasks that remain are the ones that mattered most to begin with. The honest version of the story is both of those things at once.

Great events have always been about people, and technology is reshaping how those people connect, plan, and create unforgettable experiences. The Center exists to work at that intersection of events, hospitality and technology, and to put research, ideas and best practices back into the hands of the people doing the work. Producing this report with MPI is exactly the kind of work we want to be known for.

Read it as a starting point for your own task audit rather than a verdict on your team. The questions it asked of us, it will ask of you. We would like to hear what you find.

# FOREWORD

Artificial intelligence (AI) is rapidly becoming embedded in the infrastructure of how organizations operate, communicate, analyze information, and deliver experiences. For the business event industry, the opportunity for automating work is significant, but so is the responsibility to approach adoption thoughtfully.

At Meeting Professionals International (MPI), one of the most important roles we play is fostering industry dialogue around emerging trends, advancements, and technologies that have the potential to shape the future of our profession.

AI is a once-in-a-generation gamechanger. While no organization has all the answers (yet), sharing experiences, frameworks, roadmaps, and lessons learned helps our industry collectively learn, adapt, and adopt faster and with greater precision.

The MPI Academy embodies our commitment to curating the dialogue, tools, and resources that speed adoption in our sector, designed to help individuals, teams and organizations build confidence in their AI use. As that adoption accelerates, the need for informed, strategic implementation becomes increasingly important.

The roadmap presented in this paper offers one perspective on how organizations can approach AI implementation and workforce readiness. While every organization has unique goals, cultures, resources, and challenges, best practices help move the conversation from theory to practice. By sharing methodologies, processes, and real-world approaches, Cvent creates opportunities for other industry leaders to evaluate, adapt, and apply what is most relevant to their own organizations.

We encourage readers to view the ideas presented here through the lens of their business' specific needs and objectives. Successful AI adoption will require deliberate, methodical approaches that align technology with people, processes, and purpose.

As our industry continues to explore the possibilities AI presents to advance our work, ongoing learning, open dialogue, and the sharing of practical experiences will be essential. We are pleased to support conversations such as this one and look forward to continuing to learn alongside the business events community.




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# THE POSITION

AI is changing event work task-by-task. Aspects of many jobs will change, while others will remain uniquely human. AI is taking on a large share of event professionals' daily and weekly tasks, mainly in data and reporting, content production, and the administrative work that surrounds logistics. While solely task-based roles are at risk, the critical work remains: strategy, relationships, experience design, and the onsite judgment calls that prove out the need for human decision-making. The change may be unevenly distributed across meeting jobs and functions, but it is predictable, and a team can plan for it.

The mainstream view in labor economics: AI changes work task-by-task. This theory has not yet been applied to event work with data. This report does just that, built to help you make decisions around which work to hand over, which to keep, and who decides.

# HOW TO READ THE NUMBERS

**The following describes the three kinds of figures used in this paper.**

- **Measured.** A survey result, research data, or a before-and-after figure. Forrester's 2026 study of 459 event and marketing leaders is measured. Results from Cvent's meetings and events team are measured.
- **Modeled.** An estimate built from published research and practitioner judgment rather than direct observation. The task map in Section 03 is modeled.
- **Illustrative.** An example or a sketch that makes an idea concrete without predicting anything. The RFP example in Section 04 and the future team structure in Section 06 are illustrative.

A reader who holds those three apart can trust each number at the level it deserves.

01

# EVERYONE STARTED IN THE SAME PLACE

AI adoption in events is high, returns are low, and the reason is where nearly everyone started.

In a 2026 study commissioned by The Cvent Center for Event Insights, Forrester Consulting surveyed 459 director-level and above decision-makers responsible for event strategy at their organizations, across marketing, events and meetings, IT, and operations. **Fifty-nine percent said their organization had adopted AI to create event content. Only 26 percent said they had seen a significant improvement from that investment.** Adoption is not the story. The gap between adopting and benefiting is.

That gap is not for lack of trying. Inside Cvent's own marketing organization, 95 percent of marketers used AI in a normal week in June 2026, a figure measured from tool usage rather than from a survey. Near-universal use, and still the industry-wide return is low.

## WHY CONTENT FIRST

Nearly everyone started with content generation because it is the one use of AI that needs nothing underneath it. No integration, no clean data, no documented process. A person types a request and gets a draft. Forrester describes the pattern without softening it: AI adoption in events "remains concentrated in tactical activities like content creation," and while those uses can improve efficiency, they "rarely transform business outcomes."

**The reason the returns stop at content is visible in the same study.**

- Two-thirds of respondents said their event data is too unstructured or inconsistent to effectively use AI on it.
- Seventy-one percent said their event data is fragmented across tools and stakeholders.
- Only 19 percent said both their CRM and their marketing automation platform are fully integrated with their event management platform.
- About one-third (36 percent) consistently capture and integrate data across all of their events.

Content generation layers on top, because it does not depend heavily on data and context. Almost every more valuable use of AI does.

When the data is in order, the returns change. Forrester found that 46 percent of respondents saw significant improvement in pre-event marketing strategy after implementing AI, 44 percent in data analysis, and 41 percent in creating personalized recommendations. For event content creation, the figure was 26 percent. Forrester's own reading of that spread: AI "creates the greatest value in use cases that rely on integrated, high-quality data, rather than in what's most accessible."

| WHERE AI WAS APPLIED | SAW SIGNIFICANT IMPROVEMENT |
|---|---|
| Pre-event marketing strategy | 46% |
| Data analysis | 44% |
| Personalized recommendations | 41% |
| Event content creation | 26% |

# WHAT THE TEAMS PULLING AHEAD DO DIFFERENTLY

**Forrester scored respondents across four pillars:**

- Event strategy and planning
- Event technology
- Processes
- Event teams

Forrester compared the highest scorers (which it calls “advanced organizations”), with those that scored lower (beginners). The two groups do not differ much in whether they use AI. They differ in what they use it for.

| ACTIVITY | ADVANCED ORGANIZATIONS | BEGINNER ORGANIZATIONS |
|---|---|---|
| Using AI for content creation | 71% | 41% |
| Using AI for event data analysis and insights | 61% | 29% |
| Using AI to repurpose post-event content | 55% | 29% |

In terms of content, even beginners report usage at 41 percent, because content is where everyone starts. On data analysis, beginners are at 29 percent and advanced organizations at 61 percent. The mature teams are twice as likely to be using AI to understand their events, not just to produce things for them. Forrester also found advanced organizations 30 percent more effective at incorporating AI into their workflows.

The teams getting returns are not using AI more. They are using it on different tasks.

02

# TASK-BY-TASK

A job is a bundle of tasks, and jobs change when enough of their tasks do.

Marc Andreessen put it plainly on the business program, Lenny's Podcast in January 2026: "The job is not actually the atomic unit of what happens in the workplace. The atomic unit of what happens in the workplace is the task." And then: "Everybody wants to talk about job loss, but really what you want to look at is task loss."

That is a venture capitalist's framing. The reason to take it seriously is that labor economists have landed in the same place.

## WHAT THE RESEARCH SAYS

The International Labor Organization (ILO), in its 2025 update to its global index of occupational exposure, found that one in four workers worldwide is in an occupation with some degree of generative AI exposure. Its conclusion was that "most jobs will be transformed rather than made redundant," because most occupations are made of tasks that still need a person.

Brookings, in October 2024, estimated that more than **30 percent** of American workers could see at least half of their occupation's tasks disrupted by generative AI. It was careful to add that exposure does not predict what happens to the worker. A task that can be automated can be handed off, or it can be done faster by the same person. The exposure number says which tasks are in play, not how the story ends.

The McKinsey Global Institute, in November 2025, estimated that roughly **57 percent** of U.S. work hours could technically be automated with today's technology, and described the future of work as a partnership between people, agents, and robots rather than a replacement of one by another. It also found that

more than **70 percent** of the skills employers seek today are used in both automatable and non-automatable work, which is another way of saying that the same person will keep doing some of what they do now and stop doing the rest. Microsoft and LinkedIn's 2024 Work Trend Index, a survey of 31,000 knowledge workers across 31 countries, found **75 percent** already using generative AI at work and framed the effect as transforming jobs rather than replacing them.

## WHAT THE RESEARCH DOES NOT SAY

None of the research says anything about event work specifically. The ILO, Brookings, McKinsey, and Microsoft/LinkedIn studies are economy-wide. They do not break out meeting planners, event marketers, or the people who run a registration desk at 7 a.m.. What the events industry press offers on the question is qualitative: lists of what AI does and what humans do, with no figures attached. This report is the first attempt to put numbers on it for this profession.

Section 03 is the map.

03

# THE MAP

Cvent has shown that roughly 40 percent of event work can be supported or owned by AI today. The other 60 percent stays with people, and it is not spread evenly. Relationship work and strategy barely move. Data work and administration move more. This section shows where the line falls, and how it was drawn.

The map is modeled: Cvent's estimate, built by the leaders of its own global meetings and events team in late 2025, informed by published research on which kinds of work are automatable, and applied to event work by practitioner judgment. The research that supports it is listed in the appendix. It reflects a corporate technology events team. Teams in regulated industries such as pharmaceuticals and financial services will see lower AI potential for the same work wherever an approval step, a compliance requirement, or attendee data is involved. Treat the percentages as a considered estimate, not a measurement.

# BY TYPE OF WORK

Event work divides into six types. Each is split three ways: work a person does end to end, work a person leads while AI drafts or assists, and work AI carries out while a person monitors or steps away entirely. Those three columns correspond to the five ownership levels in Section 04.

| TYPE OF WORK | HUMAN-OWNED | AI-SUPPORTED | AI-OWNED |
|---|---|---|---|
| Relationship and experience management | 80% | 20% | 0% |
| Strategy, prioritization, and decision-making | 75% | 25% | 0% |
| Creative and content development | 30% | 60% | 10% |
| Planning, coordination, and project management | 30% | 55% | 15% |
| Data, insights, and reporting | 15% | 45% | 40% |
| Transactional administration and workflow execution | 10% | 35% | 55% |

Two things stand out. First, in five of the six types, the largest share of AI involvement is support, not ownership. A person still leads. Second, the two types where AI owns the largest share, data and transactional administration, are the two that most event professionals would describe as the least meaningful part of their week.

# BY AREA OF WORK

The second lens is where the work happens. Thirteen functional areas, each with the share of its work AI can support or own, what that looks like in practice, and what stays with a person and why. The 40 percent headline above is the simple average across these thirteen areas, unweighted by hours.

| AREA | AI CAN SUPPORT OR OWN | WHAT AI CAN TAKE ON | WHAT STAYS HUMAN, AND WHY |
|---|---|---|---|
| Onsite event management | 10% | Shift reminders, incident logging, quick status check-ins | Real-time judgment, safety and crowd management, executive and VIP hosting, on-the-ground problem solving |
| Event strategy and portfolio management | 30% | Research, scenario modeling, audience insights, post-event analysis | Core portfolio decisions are relationship-driven |
| Speaker and staff management | 30% | Communications, scheduling, reminders, document collection, FAQs | Performance management, selection, training and enablement |
| Logistics and operations | 30% | Planning, checklists, routing, communications | Physical and exception-driven work: shipments, floor plans, union rules, last-minute changes |
| Financial management | 40% | Budget templates, variance analysis, forecasting, invoice matching, basic reporting | Approvals, negotiations, exception handling |
| Venue and vendor management | 40% | Discovery, RFP drafting, shortlisting, rate benchmarking, contract redlining | Relationship management, escalations |

| AREA | AI CAN SUPPORT OR OWN | WHAT AI CAN TAKE ON | WHAT STAYS HUMAN, AND WHY |
|---|---|---|---|
| Program and agenda management | 40% | Proposing agenda structures, filling gaps, clustering topics, optimizing rooms and times | Negotiating between stakeholders |
| Event technology management | 40% | Configuration work, QA checks, monitoring | Integration complexity, edge cases, governance |
| Creative design | 50% | Asset production, deck and visual generation, copy variants, versioning | Brand governance, taste, stakeholder alignment |
| Project management | 50% | Task creation, reminders, dependencies, risk flags, reporting | Stakeholder management, change management, conflict resolution, trade-offs |
| Event marketing | 50% | Content variants, subject lines, audience segmentation, journey building, reporting | Strategy and brand approvals, quality of output |
| Attendee management and support | 50% | Chatbots, self-service portals, automated emails, smart routing | Escalated issues, VIP handling, complex questions |
| Travel and housing management | 60% | Rate shopping, inventory checks, policy enforcement, confirmations | Escalations, exception handling |

In the right-hand column, a pattern appears. What stays human are the moments that define the job: a participant is upset, a risk becomes an incident, a decision has consequences, a relationship is at stake. AI absorbs the tasks that happen the same way every time so that people can be present for the work that does not.

## WHY THE HUMAN END HOLDS

The human end of this map is not shrinking. It is getting more valuable, and Forrester's data explains why.

Seventy percent of the leaders Forrester surveyed agreed that as AI makes content easier to produce, events are becoming more critical for driving authentic engagement and differentiation. Seventy-seven percent said audience expectations for personalization and ongoing engagement are rising. As every digital channel fills with machine-generated material, the in-person moment becomes the place people go to find out what is real. The professionals who design that moment, and who hold the relationships inside it, are doing the work whose value goes up as AI improves.

The two studies also agree on where the opportunity sits. Forrester's gap between advanced and beginner organizations is widest in data analysis. The map puts data, insights, and reporting among the most automatable types of work, at 85 percent AI-supported or AI-owned. Two methods, one direction.

Knowing which tasks are exposed is not the same as deciding what to do with them. That is Section 04.

04

# FIVE WAYS TO OWN A TASK, AND THE ONES YOU SHOULD NEVER HAND OFF

The question is not whether to use AI on a task. It is who owns the decision. Every task sits somewhere on a five-level scale of human involvement, and choosing the level is the real work.

The three columns in Section 03 collapse that scale for readability. Human-owned is level one. AI-supported comprises levels two and three. AI-owned sits in levels four and five. The full scale is what a team uses when it sits down with a specific task.

## THE FIVE LEVELS

The percentages below are the framework's design parameters, an approximate share of the work professionals do at each level.

- **01 | Human owned (~100 percent human).** Professionals complete the task end to end with no AI in the execution, the decision, or the output. Right for high-emotion, high-judgment, highly situational work, and for anything where being physically present and deciding in real time is the job. A production show caller. Registration or help desk staff. A VIP handler.

- **02 | AI in the loop (~80 percent human).** Professionals lead the task, make the decisions, and own the output. AI assists with speed, drafting, analysis, or recommendations. Humans remain the primary drivers, with AI reducing effort or improving quality. Professionals design the agenda, the session flow, and the audience experience; AI audits the session titles, flags gaps in timing, and drafts descriptions. A marketer designs the event website and uses AI to check its accessibility.

- **03 | Human in the loop (~60 percent human).** AI generates, recommends, or completes the first pass. Professionals review, correct, approve, or reject before anything is finalized. AI can do much of the work efficiently, but quality, accuracy, compliance, or judgment still need a human sign-off. AI builds the agenda with recommended times, rooms, and speakers; the meeting professional selects the final schedule. AI sources venues, produces a shortlist with comparison data and drafted emails; a human presses send.

- **04 | Human on the loop (~40 percent human).** AI makes the decisions or takes the actions on its own. A person monitors performance, reviews exceptions, and intervenes only when needed. This level of oversight is right for repeatable, rules-based, lower-risk processes where full manual review would slow things down for no benefit. An attendee chatbot answers standard questions and routes them; a person steps in for escalations. AI scores and routes leads from event check-ins to sales; marketing operations reviews the outliers.

- **05 | Human out of the loop (~10 percent human).** AI executes the task fully, with no person in the live workflow. Humans designed and configured it earlier; they are not reviewing each action. This level is ideal for highly standardized, low-risk, repetitive tasks with clear rules and proven reliability. Session summaries and takeaways sent automatically to attendees after the event, based on what they attended. Session recordings tagged with topics and keywords for search, with no review unless a problem is reported.

## THE TASKS THAT BECOME YOUR VALUE

Within every type of work in the map, some tasks will stay at level one no matter how good the technology gets. Those tasks are not the leftovers. They are the reason the role exists.

These comprise the unique value chain of event professional's job: the relationship with the longtime sponsor who requires additional attention, the read on a room that says the keynote lost the audience, the call at 6 a.m. that the loading dock flooded. As the tasks around them are handed to machines, these human-required actions and decisions become a larger share of what an event professional is paid for, and a larger share of what separates a good one from an adequate one.

## ONE TASK AT FOUR LEVELS: THE RFP

The same work looks different at each level of the scale. Consider this process for the creation of a venue RFP.

| LEVEL | WHAT IT LOOKS LIKE |
| --- | --- |
| ✓ Human-owned | A planner copies a previous RFP and updates the details by hand. |
| ✓ AI in the loop | A planner uses an AI chat tool to update some of the RFP's content. |
| ✓ Human in the loop | A planner uploads a sample RFP and the event brief; AI generates a new RFP for review. |
| ✓ Human on the loop | An AI agent, triggered by the event brief, runs the workflow and creates a pre-populated RFP in the system. |

That is the framework. Section 05 illustrates what it looks like when a real team uses it.

05

# INSIDE ONE TEAM

Cvent's own global meetings and events team is partway through assessing AI at work, and its numbers are below. Not a finished transformation. A team in the middle of one, with two measured results and one projection, an honest self-assessment, and the biggest opportunities still ahead.

## HOW IT STARTED

In March 2026, Cvent surveyed its marketing organization on where AI or automation could improve their work. The survey came back with 1,562 ideas. Pain was a useful signal for prioritization but a poor guide on where to start.

The question the team had been asking (where can AI help?) was the wrong one. It assumed the work should stay as it was and AI should be fitted into it. The question that unlocked progress was different: If the team designed this work on purpose, from scratch, what would it look like? Asked that way, 1,562 ideas became nine workflows, and those nine covered 52 percent of the pain the survey reported.

## WHERE THE TEAM STANDS

At the end of 2025, the meetings and events team assessed its AI progress against a five-stage maturity model: initial, developing, standardizing, optimizing, and innovating. It placed itself at standardizing, the middle stage, with a target of optimizing in 2026 and innovating in 2027.

The value of a maturity model is that each stage has a definition, so teams know what the next one requires rather than guessing. In this model, optimizing means spend and savings tracked in one system through one standardized process for every event, with AI already part of the financial analysis; data capture and processing fully automated, with predictive AI handling analysis and follow-up; and a defined model that measures the direct and indirect commercial impact of every event. Those are the team's targets for 2026, and the team is building toward them in that order.

These elements are also, according to Forrester's data, the three places where the industry as a whole has the furthest to go. Two-thirds of the leaders Forrester surveyed said their event data is too unstructured or inconsistent for AI use. Only 19 percent have CRMs and marketing automation fully connected to their event platforms. A team that can name its next stage in those terms, and put a year on it, is a team that understands the problem.

Allyson Keenan, who wrote the Cvent team’s internal case study, puts the point this way: “If you cannot write it down clearly, you cannot automate it. The AI will not figure out the gaps. It will fail quietly inside them.”

# WHAT HAS WORKED

Three results. Two have a baseline measured before the change and a result measured after it. The third is a projection from an estimated baseline.

| WORKFLOW | BEFORE | AFTER | ANNUAL EFFECT |
|---|---|---|---|
| Building and configuring an event in the registration platform (process automation) | 7 to 8 hours per event | 2 hours per event | 360+ hours saved |
| Building and configuring lead-capture setup for an attended event (process automation) | 30 minutes per event | 15 minutes per event | 50 to 80 hours saved, across roughly 200 events a year |
| Post-event recap, wrap-up deck, and executive summary (AI-generated first drafts, human review) | An estimated 700 hours a year across four people, at 2.5 hours per person per event | Launched October 1, 2026 | Projected 180 hours saved a year, at 15 to 25 percent AI assist |

What the three results have in common is worth more than the hours. Each is a task that 1) repeated the same way every time, 2) had its inputs in a system AI could reach, and 3) carried low consequence if a first draft needed correcting. By the scale in Section 04, each sits at level three or four; the framework's own description of level four lists RPA (robotic process automation) bots among the technologies that support it. None of them was the most interesting work on the team. All of them represent the kind of work the map says moves first.

## WHAT IS STILL AHEAD

The largest single opportunity the team has identified is annual roadmap planning: more than 2,000 hours a year spent pulling data, analyzing it, and communicating it to settle the event mix for the year.

A second opportunity: extracting speaker and exhibitor lists from trade show websites ahead of attended events, which takes more than 20 hours per major show. The tools tried so far succeed about half the time, because show organizers increasingly block automated extraction. It remains open.

06

# GETTING AHEAD OF IT

The event professional's job is changing in a predictable direction, and the people who move first will define what the role becomes. This section is about what to learn now.

## THE SHAPE OF THE CHANGE

Every task that moves follows the same arc. You do it by hand today. Then, you do it with AI assisting. Then, you redesign it around AI, and your part of it changes. The following three task clusters are most exposed to that arc, (in the Cvent team's experience), and each has its own path to taking on work.

| TASK CLUSTER | WHAT IT LOOKS LIKE TODAY | WHERE THE PERSON'S WORK MOVES |
|---|---|---|
| Attendee support and service | Managing an inbox of attendee questions; in-event support | Designing the chatbot flows, knowledge bases, and escalation logic that handle the routine questions. Specializing in the high-stakes and emotional situations that need a person. Documenting the patterns and building the training data the systems depend on. |

| TASK CLUSTER | WHAT IT LOOKS LIKE TODAY | WHERE THE PERSON'S WORK MOVES |
|---|---|---|
| Research and analysis | Creating and pulling reports; building spreadsheets and dashboards | Using AI as the first pass of research. Delivering recommendations rather than reports: "here is what we should do and why" instead of "here is what the data says." Making sure event data is structured, consistent, and documented. Building the AI workflows that answer the most common requests. |
| Data entry and administration | Maintaining data across spreadsheets | Learning the tools that are replacing manual entry. Becoming the team's operations automation specialist. |

The pattern is true across all three. A person moves from doing the task to designing how the task gets done, and from producing an output to being accountable for it.

## SIX SKILLS EVERY EVENT ROLE NOW NEEDS

Cvent's meetings and events team uses a tiered competency framework for hiring, onboarding, and training. Six foundation competencies apply to every role regardless of specialty. They are the entry ticket.

- Responsible AI and data judgment. Uses approved tools; does not enter sensitive, confidential, or restricted data without authorization; follows company and client policies.
- Prompting and task framing. Writes clear prompts with audience, objective, context, constraints, desired output, and examples when useful.
- Output validation and human accountability. Reviews AI outputs for accuracy, relevance, completeness, tone, and source quality before use.

- Workflow selection. Identifies repetitive, low-risk work that can benefit from AI or automation while retaining human decision-making where needed.
- Data literacy. Understands basic data quality concepts: completeness, consistency, timeliness, permissions, and appropriate use.
- Collaboration and change adoption. Shares useful practices, asks for feedback, and uses AI to support, not replace, sound professional judgment.

Advanced organizations in Forrester's study were 30 percent more effective at incorporating AI into their workflows than beginners, and "event teams" is one of the four pillars on which Forrester scored maturity. The skills of the people are not separate from the readiness of the program. They are a part of it.

## ONE PROGRESSION PER ROLE

Beyond the foundation, each role has its own advanced expectations. One example per role, from the same framework, showing the foundation level and the advanced level of a single competency.

| ROLE | FOUNDATION LEVEL | ADVANCED LEVEL |
|---|---|---|
| Event design and planning | Uses AI to create first-draft agendas, project timelines, briefs, and design concepts from clear inputs | Uses attendee goals, constraints, and event signals to generate and compare multiple experience concepts |
| Event marketing | Uses AI for first drafts of email, web, social, and event content; edits for audience, brand, accuracy, and claims | Creates modular content systems and prompt templates that enable personalization while protecting brand consistency |
| Event data and analytics | Uses automation to refresh routine reports and creates clear narrative summaries | Designs governed reporting workflows with defined metrics, alert thresholds, ownership, and auditability |

| ROLE | FOUNDATION LEVEL | ADVANCED LEVEL |
|---|---|---|
| Event technology | Configures and tests AI-enabled event features such as personalization, matchmaking, recommendations, or automation | Defines feature requirements, configuration standards, testing plans, and operational ownership across the event lifecycle |
| Event operations | Uses AI to automate or accelerate repetitive work such as task summaries, SOP drafts, checklists, and status updates | Maps end-to-end workflows, removes failure points, and implements automations with clear owners and fallbacks |

The full framework, with all competencies for all five roles, is in the appendix.

## HOW ONE TEAM RESOURCES THE WORK

AI work does not organize itself, and Cvent's marketing organization found that a champions structure was what made it sustainable. The model has three levels.

A core team of specialist roles, some fully dedicated to AI and some at half time, owns strategy, prioritization, enablement, and delivery oversight. Role champions, one per discipline, spend roughly 30 percent of their week, about 12 hours, defining how AI is used across their discipline, designing pilots, owning playbooks, and tracking time saved, quality, adoption, and impact. Team champions spend roughly 20 percent, about 8 hours, driving adoption and feedback inside specific teams, modeling daily use, coaching peers to a first success, and keeping shared context current. A technical layer of IT partners underneath handles build, systems, and integrations.

That is one organization's answer, presented as such. The principle behind it transfers: someone has to own the question of what AI is for, discipline by discipline, and it cannot be everyone's side project.

07

# YOUR FIRST 90 DAYS

Pick one workflow. Measure it before you touch it. Everything else in this section is how to choose the right workflow and how to know whether it worked.

The sequence below draws on the one Cvent's team uses. It runs from finding the task, to describing it precisely enough to score, to scoring it, to choosing an ownership level, to measuring the result. None of it requires a budget. Most of it requires a conversation.

## START WHERE THE WORK REPEATS

Repetition is the clue. Two signals identify it.

The first is multiple people doing the same task. Every planner building a run of show. Every marketer drafting promotional emails. Every event lead writing a post-event summary. When the same task is done across roles, teams, or regions, it is a candidate.

The second is the same task being done many times, even by one person. The weekly registration pacing report. The weekly budget-versus-actuals audit. Recurring room block pickup reporting. Ongoing session enrollment monitoring. When the frequency is high, it is a candidate for AI adoption.
A shortcut the team found useful: if you already use an AI assistant that can see your email or messages, ask it, "In the last year, what are the most frequently asked requests I got?" The answer produces a list of candidates.

## ONE TASK, ONE ROW

Most attempts to catalog AI opportunities fail for the same reason. They describe a category instead of a task. "Reporting is manual and scattered" is a category, and a category cannot be solved. "Every Monday morning, the campaign manager

pulls last week's numbers out of three dashboards into the standing review slide and rewrites the commentary from scratch" is a task. It tells you who, when, how often, what tools, and what varies. It can be scored the day it is written down.



**The team's intake guide asks six questions of every candidate, and an entry that cannot answer all six is sent back.**

1. What is the task, and who does it?
2. How often, and how many people?
3. What is the same every time, and what changes?
4. Where do the inputs live?
5. What happens if the output is wrong?
6. What tool does the work happen in?

Question three is the one people skip and the one that decides whether a workflow can be built. Two tasks that look identical on the surface, resizing an approved design for 11 channels or rewriting a campaign email for a new region, are different problems once you ask what varies. In the first, the format changes and the message is fixed. In the second, the message is fixed and the audience changes.

The guide also names the challenge that is real but not an AI problem, so it gets logged and routed rather than mistaken for a build. If the root cause is missing access or integration, it is a structural blocker. If it is waiting on approvals, it is a process problem. If the source data is wrong, it is a data foundation gap. If nobody agrees what the output should be, it is a standards problem. And if one person does it twice a year, it is real, but it will not rank.

# SCORE IT

Once a task is described, five questions produce a score out of 15. Each is rated one to three.

| QUESTION | SCORE 1 | SCORE 3 |
|---|---|---|
| Is it repeatable?<br>Are the inputs available? | Bespoke every time<br>Scattered, offline, or verbal | Same steps every time<br>In one system AI can read |
| How much judgment does it need? | Heavy judgment or risk | A reviewed first draft is fine |
| Can AI reach the tool? | Blocked, no integration | Works where the task lives |
| How much time does it drain? | Minor | Major, many people |

The higher the score, the better the candidate for AI integration. Two of the five questions, where the inputs live and whether AI can reach the tool, are the industry-wide gaps Forrester measured, made personal. Two-thirds of leaders said their data was too unstructured for AI; only 19 percent had their systems connected. A task that scores one on either question is a task the organization is not ready for yet, whatever its potential.

# PICK ONE, CHOOSE A LEVEL, MEASURE FIRST

Shortlist the highest scorers. Pick one. Decide which of the five ownership levels from Section 04 it belongs in, and document why. Then, measure it before anything changes.

The team measures in three families, and one metric from each family is enough.

- **People.** How much time the team gets back. Hours per task per person, the share of time spent on administrative versus strategic work, or events supported per full-time employee.

- **Process.** How the workflow itself improves, independent of who does it. Cycle time from start to finish, the number of manual steps, the number of handoffs, or the error and rework rate.

- **Attendee.** What the people on the receiving end experience. Satisfaction scores, registration-to-attendance conversion, help desk volume, or engagement.

Record the baseline. Build the workflow at the chosen level. Run it. Then measure again, and report what you found, including if the answer is that it did not help. That result goes in the catalog too.

## WHERE IT FITS

Two of Forrester's four recommendations for event leaders: build a unified event data foundation across every event so that engagement data does not stay trapped in standalone tools and spreadsheets; and move beyond tactical AI to an AI-ready operating model, built on well-structured data, standardized processes, and integration across systems.

A team that runs the sequence above once has started both. It has documented one process, structured one set of inputs, and measured one result. The second time is easier, and by the third, the team is the one in Forrester's data that is pulling ahead.

That is the blueprint. The map says what moves. The scale says who owns it. The team shows what it looks like. The sequence says where to begin.

# APPENDIX · METHODOLOGY AND SOURCES

This appendix details the sources of the numbers in this report.

## THE FORRESTER STUDY

In June 2026, Cvent commissioned Forrester Consulting to evaluate how organizations use events to drive growth, capture value from event data, and prepare for AI-enabled engagement. Forrester conducted an online survey of 459 director-level and above decision-makers in marketing, events and meetings, IT, and operations who are responsible for event strategy at their organizations. The study was published in September 2026 as *Event Performance Landscape In The Age Of AI: How Unified Event Technology Creates The Performance And Data Infrastructure For High-Impact Event Programs* (Forrester study reference E-71937).

Respondents were 75 percent North America, 15 percent EMEA, and 10 percent APAC. By level, 31 percent were C-level executives, 32 percent vice presidents, and 37 percent directors. The five largest industry groups, at 10 percent each, were associations, technology, pharmaceuticals and life sciences, hospitality, and financial services and insurance. Most respondents worked at organizations with annual revenue above $500 million; 41 percent were at organizations between $1 billion and $5 billion.

Forrester's maturity comparison scored respondents across four pillars: event strategy and planning, event technology, processes, and event teams. Those scoring highest across all four were classed as advanced organizations; those scoring lower as beginners. All comparisons of "advanced" and "beginner" organizations in this report use Forrester's groups.

All Forrester figures in this report are measured.

# THE MAP

The six-type split and the 13-area table in Section 03 are modeled. Cvent's global meetings and events team developed them in late 2025, informed by published research on which kinds of work are automatable, and applied to event work by practitioner judgment. They are Cvent's estimate. The published research that directionally supports the map, as validated by the team, is the McKinsey Global Institute's *"Agents, Robots, and Us"* (November 2025), Anthropic's *"Labor Market Impacts of AI: A New Measure and Early Evidence"* (March 2026), and Adobe's *"2026 AI and Digital Trends in Content Creation and Management"* (2026). Full citations are in the sources list below. The 40 percent headline is the unweighted arithmetic mean of the 13 area percentages.

The map reflects a corporate technology events team. Teams in regulated industries, including pharmaceuticals and financial services, should expect lower AI potential for the same work wherever approval steps, compliance requirements, or attendee data are involved.

The three columns of the six-type split correspond to the five-level ownership scale in Section 04 as follows: human-owned is level one; AI-supported is levels two and three; AI-owned is levels four and five. The percentages attached to the five levels are the framework's design parameters and are not measurements.

# THE CVENT CASE STUDY

The account of Cvent's meetings and events team in Sections 05, 06, and 07 draws on three internal sources: the team's working document "Cvent M&E Team: AI Industry Case Study" (Allyson Keenan), the team's presentation at the MeetingsNet webinar "Cvent on Cvent: How Our Team Uses AI to Rethink the Entire Event Program" (August 25, 2026), and the team's internal AI workbook and friction intake guide.

The maturity self-assessment was conducted by the team at the end of 2025 against a five-stage model. The 1,562 ideas figure is the count of responses to an internal survey of Cvent's marketing organization in March 2026. The 95 percent weekly AI use figure is from tool usage data for Cvent's marketing organization in June 2026, not from a survey.

Of the three results in Section 05, the first two are measured: the team recorded the time per event before and after the change. The third is a projection from an estimated baseline of about 700 hours a year; the workflow launched October 1, 2026, and the team will publish the measured result when it has one. No other internal time-saving result was included unless it had both a recorded baseline and a recorded result.

## EXTERNAL RESEARCH CITED IN THIS REPORT


• International Labour Organization, Generative AI and Jobs: A Refined Global Index of Occupational Exposure (ILO Working Paper 140, May 2025) and the companion brief Generative AI and Jobs: A 2025 Update. ilo.org
• Molly Kinder, Xavier de Souza Briggs, Mark Muro, and Sifan Liu, Generative AI, the American Worker, and the Future of Work, Brookings Institution, October 10, 2024. brookings.edu
• McKinsey Global Institute, Agents, Robots, and Us: Skill Partnerships in the Age of AI, November 25, 2025. mckinsey.com
• Microsoft and LinkedIn, 2024 Work Trend Index Annual Report: AI at Work Is Here. Now Comes the Hard Part, May 8, 2024. microsoft.com
• Marc Andreessen, interviewed by Lenny Rachitsky, Lenny's Podcast, "Marc Andreessen: The Real AI Boom Hasn't Even Started Yet," January 29, 2026.
• Anthropic, Labor Market Impacts of AI: A New Measure and Early Evidence, March 5, 2026. anthropic.com. Supports the map in Section 03.
• Adobe, 2026 AI and Digital Trends in Content Creation and Management, 2026. business.adobe.com. Supports the map in Section 03.


## THE SKILLS FRAMEWORK

The six foundation competencies and the five role progressions in Section 06 are drawn from the tiered AI and automation skills framework that Cvent's meetings and events team uses for interviews, onboarding, and training. The full framework follows.

The framework has six foundation competencies that apply to every role, and five role pillars with their own competencies. For each, the foundation level is what every person in that role is expected to demonstrate; the advanced level is expected within the person's primary pillar. In the team's rating scale, foundational means the person independently applies the baseline with appropriate review, and advanced means the person builds, improves, governs, or scales a repeatable approach.

| PILLAR | COMPETENCY | FOUNDATION LEVEL | ADVANCED LEVEL |
|---|---|---|---|
| AI & Automation Foundation | Responsible AI and data judgment | Uses approved tools; does not enter sensitive, confidential, or restricted data without authorization; follows company and client policies. | Anticipates privacy, bias, IP, security, and brand-risk considerations; adapts workflows to mitigate them. |
| AI & Automation Foundation | Prompting and task framing | Writes clear prompts with audience, objective, context, constraints, desired output, and examples when useful. | Builds reusable prompt templates, prompt libraries, or structured instructions that improve consistency across a team. |
| AI & Automation Foundation | Output validation and human accountability | Reviews AI outputs for accuracy, relevance, completeness, tone, and source quality before use. | Creates quality-control checkpoints, evaluation criteria, or approval paths for higher-impact AI-supported work. |
| AI & Automation Foundation | Workflow selection | Identifies repetitive, low-risk work that can benefit from AI or automation while retaining human decision-making where needed. | Prioritizes opportunities based on impact, effort, risk, and adoption; documents a scalable workflow. |

| PILLAR | COMPETENCY | FOUNDATION LEVEL | ADVANCED LEVEL |
|---|---|---|---|
| AI & Automation Foundation | Data literacy | Understands basic data quality concepts: completeness, consistency, timeliness, permissions, and appropriate use. | Defines the data inputs, success measures, and monitoring needed for an AI-enabled workflow. |
| AI & Automation Foundation | Collaboration and change adoption | Shares useful practices, asks for feedback, and uses AI to support—not replace—sound professional judgment. | Coaches peers, documents lessons learned, and drives adoption through clear enablement and measured outcomes. |
| Event Design / Planner | Agenda, timeline, and concept development | Uses AI to create first-draft agendas, project timelines, briefs, and design concepts from clear inputs. | Uses attendee goals, constraints, and event signals to generate and compare multiple experience concepts. |
| Event Design / Planner | Attendee journey optimization | Uses AI insights to identify friction points and propose improvements to key attendee moments. | Designs personalized or role-based journeys and tests trade-offs across experience, feasibility, and cost. |
| Event Design / Planner | Vendor and venue comparison | Uses structured criteria to summarize vendor, venue, or experience options; verifies all facts and pricing. | Builds a repeatable comparison workflow that weighs requirements, risk, service levels, accessibility, and budget. |
| Event Design / Planner | Creative quality and accessibility | Uses AI to brainstorm inclusive, accessible, on-brand event ideas; applies human review. | Sets quality standards and guardrails for AI-assisted concepts across diverse audiences and formats. |

| PILLAR | COMPETENCY | FOUNDATION LEVEL | ADVANCED LEVEL |
|---|---|---|---|
| Event Design / Planner | Post-event learning | Summarizes feedback and operational learnings into clear themes and next-event recommendations. | Combines qualitative feedback and performance data to prioritize experience improvements with measurable hypotheses. |
| Event Marketing | Content generation and editing | Uses AI for first drafts of email, web, social, and event content; edits for audience, brand, accuracy, and claims. | Creates modular content systems and prompt templates that enable personalization while protecting brand consistency. |
| Event Marketing | Audience segmentation | Uses available data to describe target audiences and tailor messages appropriately. | Builds and tests segments using behavioral, firmographic, and engagement signals while respecting consent and privacy. |
| Event Marketing | Campaign optimization | Uses AI-supported analysis to identify performance patterns and recommend next actions. | Runs structured test-and-learn programs; interprets lift, trade-offs, and signal quality before scaling. |
| Event Marketing | Personalization and journey orchestration | Uses AI to adapt message themes, timing, or content recommendations with appropriate oversight. | Designs multi-touch journeys with clear triggers, suppression rules, and outcome measures. |
| Event Marketing | Measurement and reporting | Creates concise summaries of campaign performance and next steps using validated data. | Connects campaign results to event and pipeline outcomes; distinguishes correlation from causation. |

| PILLAR | COMPETENCY | FOUNDATION LEVEL | ADVANCED LEVEL |
|---|---|---|---|
| Event Data & Analytics | Data cleaning and preparation | Uses AI-assisted tools to identify duplicates, missing values, inconsistent fields, and potential data-quality issues. | Defines repeatable quality rules, exception handling, and validation checks for event data sets. |
| Event Data & Analytics | Forecasting and modeling | Uses AI outputs to support basic forecasts, scenario planning, or demand signals while documenting assumptions. | Selects appropriate models and evaluates forecast accuracy, bias, confidence, and drift over time. |
| Event Data & Analytics | Segmentation and insight generation | Uses AI to summarize patterns and generate hypotheses from event data. | Builds segmentation approaches that are actionable, validated, and ethically appropriate. |
| Event Data & Analytics | Automated reporting | Uses automation to refresh routine reports and creates clear narrative summaries. | Designs governed reporting workflows with defined metrics, alert thresholds, ownership, and auditability. |
| Event Data & Analytics | Recommendations and storytelling | Translates validated analysis into a clear recommendation, rationale, and next step. | Connects insights to operating decisions, expected impact, and measurement plans. |

| PILLAR | COMPETENCY | FOUNDATION LEVEL | ADVANCED LEVEL |
|---|---|---|---|
| Event Technology | AI-enabled feature configuration | Configures and tests AI-enabled event features such as personalization, matchmaking, recommendations, or automation. | Defines feature requirements, configuration standards, testing plans, and operational ownership across the event lifecycle. |
| Event Technology | Integration and data flow | Understands source systems, required fields, data movement, and dependency risks for AI-enabled workflows. | Designs or governs integration requirements, error handling, monitoring, and reconciliation processes. |
| Event Technology | Vendor and tool evaluation | Uses structured criteria to compare tools against business requirements. | Evaluates vendors against privacy, security, integrations, scalability, governance, usability, and total operating effort. |
| Event Technology | Testing, monitoring, and support | Tests features, documents issues, and escalates appropriately. | Creates acceptance criteria, monitoring signals, incident playbooks, and support enablement for AI-enabled functionality. |
| Event Technology | Security and governance partnership | Follows established review and approval processes. | Partners effectively with IT, security, legal, privacy, and procurement to manage tool and data risks. |

| PILLAR | COMPETENCY | FOUNDATION LEVEL | ADVANCED LEVEL |
|---|---|---|---|
| Event Operations | Workflow automation | Uses AI to automate or accelerate repetitive work such as task summaries, SOP drafts, checklists, and status updates. | Maps end-to-end workflows, removes failure points, and implements automations with clear owners and fallbacks. |
| Event Operations | SOPs and runbooks | Uses AI to draft or improve procedures, then validates them with subject-matter experts. | Maintains versioned, role-based runbooks that incorporate lessons learned and escalation criteria. |
| Event Operations | Vendor and budget management | Uses AI to organize vendor information, compare options, and summarize budget variances. | Builds repeatable operating cadences that connect vendor performance, spend, risk, and event outcomes. |
| Event Operations | Logistics, staffing, and onsite optimization | Uses AI insights to propose staffing, logistics, and contingency improvements. | Models trade-offs and decision rules across capacity, service levels, accessibility, cost, and risk. |
| Event Operations | Post-event operational improvement | Summarizes issues and learns from debriefs to improve future execution. | Turns recurring issues into prioritized process changes, measurable service-level targets, and automation opportunities. |