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TODAY'S ASPECTS OF EVENT MANAGEMENT DEVELOPMENT

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Event management is a communication management or public relations tool which is being successfully used to obtain a lasting effect from a positively formed image of a business entity. An analysis made on available publications allowed classification of event management objects according to the level of accessibility and the degree of risk. It has been revealed that despite a significant number of publications, the issue of using a variety of event management tools remains insufficiently disclosed. It has been proven that corporate events require a planned strategic approach. Otherwise, there will be random measures and additional expenses with a zero result. To plan work in this direction, it is necessary to consider the corporate events as part of a general scheme of a PR-strategy. Before starting to design a corporate event, it is necessary to identify its purpose, objectives and a set of tools. Having obtained a clear understanding of what for, why and how the internal corporate event is to be organized, it is necessary to agree on a toolkit. It has been found that for the successful executing of an event, it is necessary to produce a standard plan which should include: a list of major events (exhibitions, presentations, round tables, press conferences, promo-actions, etc.); a list of main communication channels (TV, radio, newspapers, magazines, special directories, external advertising media, etc.); a list of materials to share through the communication channels (printed and text materials, souvenirs, information folders, etc.); a list of participants to the event (company speakers, company's partners, competitors, VIPs, journalists, celebrities, etc.); a calendar plan; the budget. The prospect for further research is to design events focused on the creation of the company's competitive advantages.

Keywords: event management, corporate events, strategic approach, PR strategy.

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Introduction and problem statement

Event management is a communication management or public relations tool which is being successfully used to obtain a lasting effect from a positively formed image of business entities. The specific perception of a proposed event by the consumer makes event management the most effective and applicable tool in the practice of companies.

Analysis of previous research

According to [1], event management includes: study of the complexities, subtleties, nuances of the brand; identification of the target audience; development of the event concept; planning logistics and coordination of technical aspects of direct execution (including the conditions of the event).

In this regard, the main responsibilities of an event manager are: to be able to find a common language with any client in order to jointly design the event plan; negotiate and monitor the fulfilment of the terms of the contract with the subcontractors involved in the execution of the project; have at hand ready-made strategy programs for corporate events such as conferences, seminars, trainings, in order to offer them as a solution to the problem if necessary; manage the staff involved in the preparation and execution of the project, effectively interact with his / her own team; find the proper participants, venue, and equipment; be psychologically competent to settle any conflicts occurring during the event; calculate the budget of the event and control its item-by-item execution.



O.B. Nikoliuk argues that event management should be perceived in two contexts: as business and as an effective tool of marketing communication. The essence of this phenomenon is to provide a particular consumer with goods and services as a gift. That is how, rather accurately, one can describe the goal of this social, and at the same time, given its nature and direction of influence, economic phenomenon. That means that both the first and the second of its characteristics are quite relevant in application to the public sphere, as we are not talking about profit, but about communication which primarily requires costs [2]. The author carefully studied the differences between the above two concepts that find simultaneous application in Ukraine, and outlined that event management, unlike event marketing, is a specific social and managerial phenomenon and has manipulative potential for critical and creative selection of different components related to social experience. Such liberalizing potential of an event can be implemented in various relaxation practices based on the consumption of the respective management product or service.

Mysyk V.M. in [3] studied the objects of event management and presented them in detail (Table 1). We have proposed to supplement this detailed presentation, taking into account the level of accessibility and the degree of risk, because it is the market situation in our country which is characterized by a high risk of unpredictability.

Schoholieva I.V. emphasizes that event, as a process, should be based on an idea that will not only be attractive to consumers, but will turn out a determining factor in their choice among other types of goods. Be the best idea, but it should materialize beneficially from the economic and social point of view. This involves the development of the event concept, so that all efforts were coordinated and aimed at implementing the idea. The choice of venue is also very important. To choose the most optimal venue, it is necessary to analyze its relevance to the purposes that were identified at the planning stage, to the event format, and to the anticipated number of visitors [4].

D'iachenko Yu.V. in [5] analyzed the approaches to defining the essence of professions and professional groups from the standpoint of the latest professional phenomena that are being in the process of formation and have the appropriate features. The characteristic features she mentioned are: the assignment of activities to a specific group, the formation of specific knowledge and autonomy, the existence of special symbols, attributes of the profession. This list further includes traits that distinguish a certain professional group of event managers, namely: the implementation of special functions by them, the presence of professional

knowledge and skills acquired within the educational system and in the process of professional experience, the presence of a professional identity, an orientation towards professional autonomy.

The author believes that the professionalization of event management activities includes three stages that reveal the structure of the process of forming event managers as a professional group [5]:

- cognitive institutionalization: the approval of theoretical foundations (knowledge, skills) that are necessary for the professional activities of the event manager, and their translation to the entire professional group through educational institutions (acquisition of professional knowledge, skills, transition from «non-professionals» to «professionals» status);

- organizational institutionalization: the formation of rules, norms of professional activity, requirements for event managers, and the expansion of these to «professionals» by event management associations (event-“professionals” need to be united, separated from “non-professionals”, and form trade unions);

- professional institutionalization: the stage of legitimization of event management activities, determination of event managers as a professional group at the state level (completion of professional development of event-management “professionals”, displacement of “non-professionals” to the periphery of the event management field – into the sphere of executive activity).

K.L. Semenchuk in [6] explored the main trends in the event industry, which should be taken into account when executing any events:

- micro-interaction and personalization;
- safety of events in a pandemic;
- revenue from events when conducting them online;
- hybrid event is the future of the event industry;
- new priorities in executing events;
- audio format as an alternative to the ZOOM platform;
- rethinking the emotional involvement of visitors.

Nevertheless, with a significant number of publications, the issue of using a variety of event management tools remains insufficiently disclosed.

The purpose of the article

The purpose of the article is to design effective events for event management to achieve the goals of an enterprise.

Materials and Methods

The effect obtained through the use of a specific event is achieved in two completely opposite ways: first, the accumulated individual and social tension is minimized during the event by the specific nature

Typology of Events as Objects of Event Management

№	Classification features	Event type
1	By the nature of the event	Cultural and entertainment; sporting; religious; corporate business; socio-political; scientific, etc.
2	By size	Micro events Macro events; Mega events
3	By venue	at the customer's site; outside the customer's territory; mixed
4	By content	business; teambuilding
5	By frequency	One-time events; periodic events; regular events
6	By subject composition of participants	Internal to the organization; external to the organization
7	By the nature of interaction among participants	Formal; informal
8	By the subject composition of the organizers and coordinators	Internal (conducted by the company itself); external
9	By nationalities of participants, organizers and coordinators	National; international
10	By attachment to the venue	Mobile; attached to a specific venue; mixed
11	By level of novelty	Classic; creative
12	By the form of interaction of participants	Virtual; live
13	By time orientation	Retrospective; current; time perspective
14	By financing	Funded by the client company; funded by third-party entities; mixed financing
15	By completion	Complete; incomplete
16	By risk	Risk-free; With a high degree of risk; risky
17	By level of accessibility	Public events; private; partially accessible events

Source: [3], supplemented

of various tolerant and altruistic communications which evoke in people a sense of well-being, high level of security and social comfort; secondly, stress relief can also be achieved by a conscious temporary violation of the existing norms that have formed in the minds of consumers and undergo changes in the

course of practical consumption of a cultural product [2].

One of the promising areas of the event industry in Ukraine is MICE [1], which is considered abroad as the art of organizing events, and consists of four points: 1) Meetings: strategic, cyclical meetings, negotiations, presentations; 2) Incentives: incentives,

incentive trips, motivational programs, stimulating the loyalty of partners, employees, dealers; 3) Conferences/Conventions: conferences, forums, congresses; 4) Exhibitions/Events: exhibitions, event tourism, corporate events.

Crowther P. explored the possibility of achieving strategic goals through events and identified factors that contribute to the development and/or constraint of events for the formation of organizational strategy. He also identified a number of issues that negatively affect the organization of events and do not provide realizing the strategic potential of the enterprise [7].

Hall J. emphasized that sporting events are the main source of income from events and thus contribute to economic benefits for cities and regions, so understanding the factors that influence attendance at sporting events is crucial for their organization [8].

We will demonstrate the practical testing of introducing effective events on the example of a well-known car dealership operating in Dnipro.

Corporate events require a planned strategic approach. Otherwise, there will be random events and additional expenses, while the result will be zero. To plan effort in this direction, it is necessary to consider corporate events as part of the general

scheme of PR-strategy implementation.

Prior to the development of a corporate event, it is necessary to identify its purpose, objectives and set of tools. Having obtained a clear understanding of what for, why and how a corporate event is designed, it is necessary to agree on the tools (Table 2).

Given the above, the event manager should have clear answers to the following questions: How long has it been since the last diagnosis of the attitude of employees to the company's activities and the socio-psychological climate in it? Are all employees informed about the company's strategy and its immediate plans? Do employees have an idea of the activities of the company's departments? What was the purpose of the last event and were the results in line with the planned objectives? Have you heard any rumors in the last month?

An effective event will be the preparation and holding of the planned corporate event «Inter-Branch Football Match». The participants are employees of the competing «Atlant» and «Atlant-M» Car Dealerships. Both car dealerships operate in the market of sales and service of Volkswagen cars in Dnipro. The Head of the Atlant Car Dealership offered his competitor to hold a football match with the participation of employees of both car dealerships

Table 2

Toolkit for designing corporate events

Tool	Description	Typical mistakes
Corporate information stand	Information about the mission and corporate standards of conduct, goals and strategies of the company, achievements of the company and its employees. Innovation and significant current events should be covered. Reports about the best employees, anniversaries, birthdays, vacancies etc.	Irregular updating of information, information is not interesting to the employees; dullness or excessive pathos in the information provided, etc.
Corporate publication or website	It should reflect the life of the company in all its manifestations without any slogans and appeals, for example: Take advantage of the highest sales for the month; The company has an opportunity to choose one of the three insurance companies to sign health insurance contracts; In September, twelve people celebrate their birthdays; Meet a new secretary in the director's office, etc.	A dull and colorless edition printed on the cheapest paper. Irregular release. Overloaded with slogans and appeals. Dull presentation of information related to the life of the company and its employees. Many companies declare publications for employees, although they actually offer it to customers
Corporate celebration or corporate event	Employee birthdays, "Company Day", anniversary of the opening of a car dealership or another important innovation, picnics, parties, sports tournaments, etc.	Most often, such events come down to commonplace entertainment or, even worse, lead to conflicts among employees for various reasons, for example, due to poor preparation or a vague purpose of the event
Rumor management: rumors need to be counteracted through timely information of the staff, and unambiguous interpretation of the information rumored	Any imprecise information that can be true or not, both negative and positive.	Lack of official information on topics of concern to the team

in August this year, and the Head of the Atlant-M Car Dealership agreed. By agreement of the parties, the losing team will receive gifts: T-shirts with the logo of the winner car dealership.

In such an event, in fact, there are no winners or losers, because the team that lost the football match will remain “on everybody’s lips” for at least a month. This is due to the fact that the winning team will be happy to tell about their victory to their customers (both individuals and legal entities), which in turn will arouse interest to the losing team of the competitor car dealership, from both customers and competitors, i.e. there will be active promotion of the both car dealerships. In conclusion, it can be argued that, despite the fact that these car dealerships are competitors to each other in the city of Dnipro, increasing their sales is the main goal of the international automotive holding.

In this example, we can primarily see the integration of communication channels. Moreover, this event will solve several tasks set by the initiator (head of the «Atlant» Car Dealership). This is detailed in Table 3.

Below, we will consider the stage-by-stage preparation of this event. To organize it, it is necessary to conduct several telephone conversations with a competing car dealership in order to obtain consent to hold the match. Next, you need to develop a plan of actions:

- announcement of the event among the employees of the company;
- announcement of the event in the field of PR-public (competitors, partners, customers);
- selection of football team members among

employees;

- preparation of souvenir products (T-shirts with the company logo);
- preparation of the team uniform;
- organizing the transportation of participants (in this case, three company cars needed);
- organization of hiring a football pitch and catering for the participants;
- preparation of prizes for the best football players of the company.

The next stage is to account for the costs of the event for each of the above items.

The match is traditional and other competing car dealerships join the «game» every year. It should be noted that each event must not only be carefully prepared, but also analyzed in detail. The results of the analysis should be reported not only to management but also to the company’s employees.

The scientific novelty of this study is in the development of effective practical recommendations for designing corporate events, which can be recommended to entities that form a PR strategy.

Conclusions

To successfully execute an event, it is necessary to develop a standard plan which should include: a list of the major events (exhibitions, presentations, round tables, press conferences, promo-actions, etc.); a list of the main communication channels (TV, radio, newspapers, magazines, special directories, external advertising media, etc.); a list of materials to share through the communication channels (printed and text materials, souvenirs, information folders, etc.); a list of participants to the event (company speakers, company’s partners, competitors,

Table 3

Statement of tasks of the corporate event «Inter-Branch Football Match»

Task	Solution method	Expected result
Testing employees for the strengths and weaknesses	Football is a team game “one for all and all for one”; hiring a football pitch to train and play	Revealing the potential of each participant and their ability to work (play) in a team; manifestation of personal qualities in relation to each other, the ability to promptly "lend a shoulder"
Training focused on team building, improving the socio-psychological climate in the team	Participating staff will spend a lot of time in a close circle of colleagues during training; other employees are active fans	It will give an opportunity to unite the team, develop a state of commitment to the company
Promotion of the brand and the car dealership among partners and customers, the use of competitors as a channel of communication	The winning team gives a gift to the losing team: T-shirts with their company logo	Holding a match will arise a discussion of the event in the public PR field; excellent advertising medium on the "body" of the competitor
Sales growth	To attract the attention of key customers to the company both by the event itself and by the subsequent resonance	Increase in sales is planned during the seasonal downturn
Solving several tasks with minimal financial costs	Four tasks – one event	The planned costs are significantly less than it could be when solving each of the tasks separately

VIPs, journalists, celebrities, etc.); a calendar plan; the budget. The prospect of further research is to design events focused on creating the company's competitive advantages.

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СУЧАСНІ АСПЕКТИ РОЗВИТКУ EVENT-МЕНЕДЖМЕНТУ

Яшкіна Н.В.

Event-менеджмент є інструментом комунікативного менеджменту або паблік релейнз, який вдало використовується для отримання довготривалого ефекту від позитивно сформованого іміджу суб'єктів господарювання. Аналіз наявних публікацій дозволив об'єкти event-менеджменту класифікувати за рівнем доступності та ступенем їх ризику. Виявлено, що при значній кількості публікацій недостатньо розкритим залишається питання використання різноманітного інструментарію event-менеджменту. Доведено, що внутрішньокорпоративні event-заходи потребують спланованого стратегічного підходу. В іншому разі будуть випадкові заходи і додаткові витрати, а результат рівнятиметься нулю. Для планування роботи в даному напрямі необхідно врахування внутрішньокорпоративних event-заходів у загальній схемі реалізації PR-стратегії. До розробки внутрішньокорпоративних event-заходів необхідно виділити їх цілі, завдання та набір інструментів. При наявності чіткого розуміння для чого, чому та в який спосіб розробляються внутрішньокорпоративні event-заходи, узгоджується інструментарій. Визначено, що для вдалої реалізації event-заходів необхідно побудувати типовий план, який включає: перелік основних заходів (виставки, презентації, засідання «круглих столів», прес-конференції, акції тощо); перелік основних комунікаційних каналів (ТВ, радіо, газети, журнали, спеціальні довідники, зовнішні рекламні носії тощо); перелік матеріалів, необхідних для наповнення комунікаційних каналів (поліграфія, текстові матеріали, сувенірна продукція, інформаційні папки тощо); перелік учасників заходів (спікери компанії, партнери компанії, конкуренти, VIP-персони, журналісти, артисти тощо); календарний план; бюджет. Перспективою подальших досліджень є формування event-заходів, що спрямовані на формування конкурентних переваг.

Ключові слова: event-менеджмент, внутрішньокорпоративні event-заходи, стратегічний підхід, PR-стратегія.

СОВРЕМЕННЫЕ АСПЕКТЫ РАЗВИТИЯ EVENT-МЕНЕДЖМЕНТА

Яшкіна Н.В.

Event-менеджмент является инструментом коммуникативного менеджмента или публик релейнз, который удачно используется для получения длительного эффекта от положительно сформированного имиджа субъектов хозяйствования. Анализ имеющихся публикаций позволил классифицировать объекты event-менеджмента по уровню доступности и степени их риска. Выведено, что при значительном количестве публикаций недостаточно раскрытым остается вопрос использования разнообразного инструментария event-менеджмента. Доказано, что внутрикорпоративные event-мероприятия требуют спланированного стратегического подхода. В противном случае будут случайные меры и дополнительные расходы, а результат будет равняться нулю. Для планирования работы в данном направлении необходим учет внутрикорпоративных event-мероприятий в общей схеме реализации PR-стратегии. До разработки внутрикорпоративных event-мероприятий необходимо выделить их цели, задачи и набор инструментов. При наличии четкого понимания для чего, почему и каким образом разрабатываются внутрикорпоративные event-мероприятий, согласуется инструментарий. Определено, что для успешной реализации event-мероприятий необходимо построить типовый план, который включает: перечень основных мероприятий (выставки, презентации, заседания «круглых столов», пресс-конференции, акции и т.п.); перечень основных коммуникационных каналов (ТВ, радио, газеты, журналы, специальные справочники, внешние рекламные носители и т.д.); перечень материалов, необходимых для наполнения коммуникационных кана-

лов (полиграфия, текстовые материалы, сувенирная продукция, информационные папки и т.п.); список участников мероприятий (спикеры компании, партнеры компании, конкуренты, VIP-персоны, журналисты, артисты и т.д.); календарный план; бюджет. Перспективой дальнейших исследований является формирование event-мероприятий, направленных на формирование конкурентных преимуществ.

Ключевые слова: event-менеджмент, внутрикорпоративные event-мероприятия, стратегический подход, PR-стратегия.

TODAY'S ASPECTS OF EVENT MANAGEMENT DEVELOPMENT

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