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Improvement of Event Management Positioning in Enterprise Management

Abstract. Tendencies of conducting business in the 21st century created the need to transform conventional approaches in management seeking opportunities for implementing new effective management tools for various aspects of production and economic activity. Recently, event management has become one of the most dynamic subsystems of enterprise management functioning in parallel with other subsystems (in particular, subsystems of financial management, production management, quality management, personnel management, innovation management, management of foreign economic activities, information management, risk management, project management, etc.). The pace of event industry development is increasing every year, both in Ukraine and worldwide. Today, it is difficult to imagine existence of any business sphere without the tools and methods of various business event management initiatives (business meetings, fairs, exhibitions, conferences, congresses, marketing events, social initiatives, etc.), as well as without teambuilding character of activities at economic entities, encompassed in the concept of event management. At the same time, giving its low coverage in literature, the issue of event management positioning in the enterprise management leads to the creation of various problems: it becomes difficult to determine its optimal structure depending on the type of business, its role in ensuring development of a business entity is “blurred”, its significance in creating added business value is underestimated, etc. The purpose of this article is to develop a model for positioning event management in company management, looking at it from a two dimensional perspective: focusing on processes and focusing on the future, depending on the level of event management integration into the overall management system in a company. To achieve the set goal, a systematic approach, a graphic display method, as well as a structural and logical analysis were used. The proposed model adds value to the list of scientific and practical provisions in event management sphere, as it makes it possible to unfold its deep essence and structure, which are instrumental for the realities of modern businesses, and to determine its connection with other management subsystems through the prism of “value for others”. In addition, the given proposals contribute to the understanding of event management as a system-forming component in increasing business efficiency. Finally, the specified model will help to increase profitability of enterprise by integrating divisions involved in event management processes. It is about event management at its highest levels of development contributing to the creation of actual added business value

Keywords: teambuilding, business, business meetings, events, leisure, event planning

INTRODUCTION

Positioning of event management in enterprise management is one of the most complex modern practiced tasks in the process of forming and improving this type of management in the organisation. If the formation of event management takes place according to the principle “from scratch”,

the situation is in many ways more definite, because then it is obvious that everything should start with the construction of a foundation and a base for managing business and team-building practices within the activities of economic entities, and then vacant categories are to be filled with

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constituent elements. In the case when event management already exists at an enterprise in one form or the other, it becomes more difficult to carry out practices for its development, as then it is often necessary to resort to measures of restructuring nature. In any case, in order to understand the most expedient directions in event management development, it is necessary, first of all, to determine its positioning in overall enterprise management, specifying its place in such management (current and prospective).

The positioning of event management in enterprise management should be considered a complex practical task, but without its solution it is difficult to ensure the effectiveness of formation and usage of this type of management in the organisation. As is known from theory and practice, traditional models of using and improving various types of management at enterprises usually require significant effort. This is especially characteristic of such a relatively new management subsystem as event management. Without a preliminary assessment of the state and role of event management in overall enterprise management, it is quite difficult to transform its structure or introduce radical changes in this direction. This requires serious efforts from both individual departments and the company as a whole, as well as sizeable costs. In order to optimise these processes, one should possess information about the current state of event management and identify alternative options for further actions in the direction of its development in the organisation. At the same time, it will be useful and practically significant to develop a model for positioning event management in enterprise management.

A large number of researchers and scientists have been engaged in the study of issues of implementation and improvement of event management processes at enterprises. Since event management is still a fairly new and not fully studied subject in Ukraine, a significant number of discoveries in this sphere have mostly been made by foreign specialists. Scientists such as B. Aldebert, A. Pascal, A. Rouziès [1] and C. Bladen [2] made a huge contribution to the study of the issues of revealing the place of event management in enterprise management. They found that event management helps to optimise many other management processes, including financial and investment ones. Such specialists as D. Getz [3-5] and M. Niekerk [6], M. Schnitzer, C. Kössler, P. Schlemmer, and M. Peters [7] found out that the inadequacy and lack of structure in the mechanisms for the implementation of event management policy subsequently does not allow to determine specific optimal directions for the realisation of event management. D. Ulrich, J. Younger [8-10] and D. Kryscynski [11] investigated the problems of competence, role hierarchy and the positioner's role in the company. Scientists have determined the exceptional influence of the competence of the top management on the formation of clear motivation in the staff to strengthen their positions focused on development. The problems of organisational support for the implementation of event management were described by J.R. Silvers [12], V. Smith [13], W. Stam [14] and G.T.H. Vu [15]. The

researchers found out that simultaneous subordination of employees from different departments to both, the company CEO and Event Manager, regarding the implementation of event management, leads to misunderstandings and disruptions in activities. Among the domestic authors who conducted research in the field of event management, the works of O. Kuzmin et al. and M. Golovan [16; 17] and V. Mysyk [18; 19] must be mentioned. They investigated the problems of implementing event management and its development in the organisation, in particular, they identified a number of key problems in the competence of employees involved in event management, and also established the relationship between event management and other management areas (financial management, marketing, HR management, innovation management, etc.). At the same time, we consider it worth mentioning, that scientific literature at the current stage of event management development does not contain an adequate model of positioning event management in enterprise management, which opens up opportunities for researching this problem.

The purpose of the study is to develop a model for positioning event management in the management of enterprises, which will enable advancement and optimisation of its formation processes and development, and in the future will contribute to increasing the profitability of business entities.

MATERIALS AND METHODS

On the basis of general methods of research, institutional and innovative, theoretical and methodological aspects of the positioning of event management in the management of enterprises were investigated. The institutional methodological approach to the study of the theoretical foundations of the event management positioning model is based on its exceptionally important socio-economic significance for enterprise management in the modern progressive information and technological society. A new approach is used to identify prospects for using this event management positioning model as an innovative technique for improving event management processes at enterprises and increasing its efficiency and effectiveness.

A graphic display method and structural-logical analysis were used in the research process. With the help of graphic display, drawings of the event management positioning model in enterprise management were designed, which allows to visually depict the roles and directions of expert work in event management positioning. Thanks to the structural and logical analysis, logical connections between separate areas of expert work on the positioning of event management in enterprise management were investigated and formed, and their structuring was carried out.

RESULTS AND DISCUSSION

In recent years, the issue of effective implementation of event management has been considered by a large number of scientists [12; 14; 15]. In particular, W. Smith [13] put forward the assumption that organisational support for its implementation should be at the forefront in the process

of event management formation. A flexible organisational structure and clearly defined roles of event management participants will allow the event management process to become stable, efficient and highly effective.

In his scientific articles, M. Schnitzer [7] draws attention to the problem of specifying the areas of event management implementation, as well as choosing the most promising among them for each individual enterprise, depending on various factors. This matter is currently one of the key issues and requires attention of management personnel involved in event management in the company.

H. Pino [20] and colleagues drew attention to the methodological basis for evaluating event management strategies in relation to social media. The authors rightly noted that today media platforms and online communications play a decisive role in all management processes, including event management. Since event management is one of the most interactive areas, which today has largely been transformed into online event management, the role of social networks and their influence on the implementation of event management cannot be underestimated. In particular, a large number of projects can be carried out in the form of online communications and video communication, which significantly changes the management toolkit.

D. Getz [3-5] proposed to use event portfolio management system, which will select scenarios of pre-created event plots or, based on experience of implemented events, to create the ideal structure of the event according to certain criteria. D. Getz believes that the process of event management can be optimised using the function of the so-called “library” of event subjects and event projects to save time and resources.

D. Ulrich and J. Younger in their works [9-11] appropriately highlighted the importance of personnel management positioning and the positioner’s role in

enterprise management. Scientists described the importance of positioning as a new method of managing possible strategic directions of enterprise activity. The developments of these scientists were mainly aimed at working with personnel on the role of a positioner in the management of labour resources [8]. However, after analysing his scientific research, we can conclude that positioning is not limited to personnel management. In event management, as an innovative and promising field, it is appropriate to use elements of positioning at various stages of its development, starting from its origin and formation and ending with its transformation, integration or even liquidation. A model of event management positioning in enterprise management has not yet been formed, although we believe that the issue of event management positioning is relevant and promising.

The event management positioning model in enterprise management makes it possible to determine its optimal structure depending on the type of business, to carry out the decomposition of its functions, to identify its role in ensuring business entity development, as well as to describe the roles of employees in this direction. In the final result, the specified model will help to increase the profitability of the enterprise by integrating the divisions that are involved in event management processes. It is about event management at the highest levels of its development contributing to the formation of actual added business value.

In the proposed model of event management positioning in enterprise management (Fig. 1), it is worth highlighting 4 of its defining roles:

- management of team building processes;
- management of business activities;
- strategic business partnership;
- event management of integration, transformation and change.

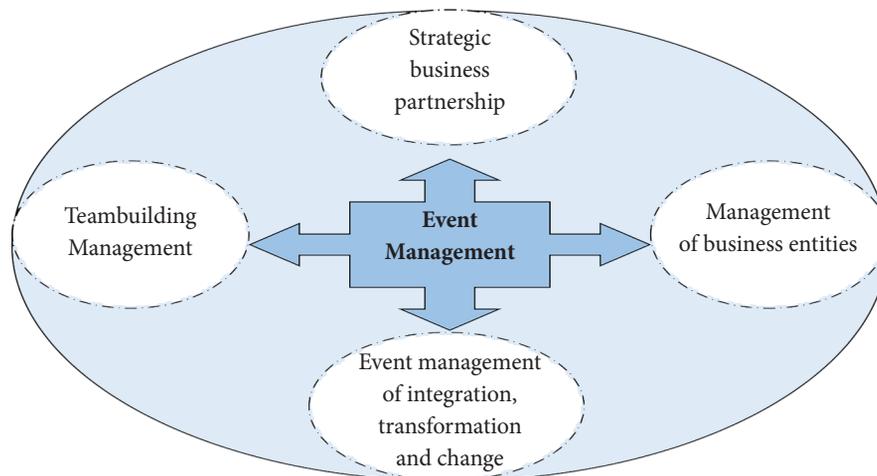


Figure 1. Event management positioning model in enterprise management

Source: suggested by the author

Each of selected roles shows a different dimension in the integration of event management into enterprise management. If the management of the business entity sees in event management only the implementation

of its so-called “basic” roles – management of team building processes and management of business activities – it is worth talking about focusing the attention of managers on processes. On the other hand, if event management is

related to the fulfillment of the roles of integration, transformation and change, as well as strategic business partnership in the activities of the business entity, it focuses on the future (a higher level of integration into the management system).

Each of the individual components of the event management positioning model in enterprise management has its own characteristics, as well as its own direction of expert work in the context of the formation and use of the organisational structure of management (Table 1).

Table 1. Characteristics of components of the event management positioning model in enterprise management

No.	Roles	Areas of expert work	Characteristics of roles and expert work
1	Teambuilding Management	Consultant in teambuilding area of event management	Studying the needs of the staff, creating conditions for increasing the potential and activity of the team, ensuring the full development of each team member, developing a program and holding team-building events, stimulating the staff, ensuring the maintenance and improvement of employee motivation for career growth and development within the company, etc.
2	Management of business entities	Centre for conducting business events	Creation of a management system for business trips, provisions for a quick feedback to people on business trips, preparation of all necessary documents within the scope of business events, assessment of the company's opportunities to participate in business trips, search for new opportunities and needs of business contacts, development of long-term and short-term plans and schedules of business trips, determination of trends regarding the types of business trips that will be most appropriate for the company in the context of the stage of its life cycle and the state of the market situation, search and adoption of optimal decisions regarding the involvement of certain employees in participation in business activities, etc.
3	Strategic business partnership	Strategic business development expert	Development of business strategy, event policy and procedures to achieve established company goals with the help of event management. Analysis of the general state of the event business, the adequacy of tasks and their compliance with the company's goals in general. Making decisions that ensure the creation of competitive advantages in the market and maintaining positions, expanding opportunities and increasing profits in the long-term perspective using event management tools and techniques
4	Event management of integration, transformation and change	Event integration, transformation and change expert	By using event management, building a system of complementarity of management processes with the combination and replacement of certain functions of organizational divisions, integration of event management into the work of all divisions, optimization of the work of divisions and ensuring a quick response to changes in the internal and external environment, transformation of approaches to the performance of certain tasks and functions, including marketing units (using event marketing elements), personnel management, production units, etc.

Note: selected by the author

The role of event management as a strategic business partner is primarily related to an objective assessment of the environment, on the basis of which organisational goals will be formed and decisions will be made on how to use event management in the process of managing the organisation. Having understood the general purpose of the organisation, within structural component of event management, taking into account the established goals, a strategic analysis of the external and internal environment is carried out, forecasts of the company's activity are made using event management, the advantages of using specific management methods are evaluated, the need for organisational changes is determined, and also the existing goals of the organisation are adjusted and new ones are identified based on the results of the analysis. In addition, a systematic analysis of all event

processes is carried out and an event management strategy is determined – strategic plans, strategic programs and strategic projects in this direction are drawn up, and indicators and criteria for its strategic control are identified. In light of this role, one should provide support, clarification and be involved in the processes of forming the company's strategic goals and objectives, as well as short-term goals and budgets.

Event management of integration, transformation and change makes it possible to build an optimal work process, ensure complementarity and interchangeability of organisational divisions, as well as integration of event management into each link of the organisational structure of management to ensure increased efficiency of management activities. In this context, it is also worth talking

about making changes to the powers and functions of specific players and units, constant monitoring of changes in the environment and the search for novelties, communication between units and uninterrupted information exchange processes, prompt changes and reactions to the needs of the internal and external environment, etc. [7; 14].

The management of team building processes is focused on motivating the performers to achieve organisational goals, stimulating this, as well as studying the needs of employees' preferences and reactions to certain activities. This role of event management is also connected with the application of team building and team support methods for the formation of a favourable organisational culture, ensuring a friendly atmosphere in the team and healthy competition, supporting team spirit, creating conditions for energy and moral reset, motivating the team to improve their abilities and productivity at work, creation of more themes and activities to unite the team and bring team members together, etc. Also, thanks to the management component of team building processes, prerequisites for supporting staff in a morally and physically healthy form are created. It is about determining the need for specific measures to improve the health and invigorate the activities of employees and divisions, analysing each division separately and employees in general, finding common interests and implementing activities for the team, implementing elements of rest, measures to increase interest in the performance of functional duties and relationships, motivating employees for future work, etc.

The role of business event management in the event management positioning model in enterprise management is also associated with a wide range of activities. In particular, in this context, it is worth talking about planning and organising business trips, studying the needs of employees and the market in business contacts, drawing up business itineraries and business maps, studying the opportunities of the industry and offers on the market of business meetings. Particular attention should be paid to the identification of business activities that are necessary for maintaining and developing relations between the enterprise and various groups of stakeholders. It is necessary to evaluate the effectiveness of the methods of holding business meetings and to determine the effectiveness of the latter. Within the areas of expert work of the enterprise's business events center, the search for popular events for business communication (exhibitions, forums, conferences, etc.) is carried out, its own business events are organised, and full support is provided to employees participating in them providing support and communication in language, transport issues, visa issues, etc. The event management positioning model in enterprise management can be applied to various types of enterprises, regardless of their field of activity and size. It makes it easier to understand the structure of event management, and also makes it possible to clearly distinguish the functional powers of employees involved in these processes.

The applied value of the developed event management positioning model in enterprise management is that it enables managers and business owners to expand their horizons and interpret event management not as a separate subsystem of management, but as a system-forming component in increasing business efficiency. Understanding this, the management of the business entity can model development of value of event management in their organisation: having a real assessment of the trends and prospects for the development of business environment, as well as being aware of the needs and expectations of stakeholders, the prerequisites are created for the formation of an effective event management system with clearly structured processes and effective tools. Thus, event management will make a significant contribution to the success of the company on the market and to ensuring its long-term development.

The proposed model of event management positioning in enterprise management enables management to change the logic of their own thoughts and interpret this type of management through the prism of "value for others" (for example, how the event management toolkit contributes to the improvement of supply, implementation and sales processes in the organisation, what value it adds that contributes to personnel management processes, how it helps to realise the mission and goals, etc.). Therefore, in the future, the effectiveness of event management can be determined by its qualitative and quantitative assessments by the so-called external stakeholders – to what extent event management helps them (for example, the department of foreign economic activity, the director of marketing and logistics, the internal audit sector, etc.) to fulfill their functional responsibilities and achieve key performance indicators.

Forming the structure of event management in the organisation through the prism of understanding its possible roles, managers and owners are able to build the corresponding organisational management structure. In particular, it is obvious that each role in Table 1 can be assigned to a separate department or to a separate official in the organisation – and this is associated with a certain hierarchy of roles (Fig. 2). For example, the executive director of event management can act as a representative of the highest level of management, carrying out general management of event management processes at the enterprise. In the middle echelon there can be experts from each specific area of event management – an expert in strategic business development, an expert in event transformation, event integration and changes, a consultant in the team building area of event management, and the head of the event management center for business events. Depending on the size of the company, they may be subordinated to a certain number of lower-level managers who are directly involved in the implementation of event management activities in a specific direction. For example, the team building direction of event management often requires several event coordinators and event planners.

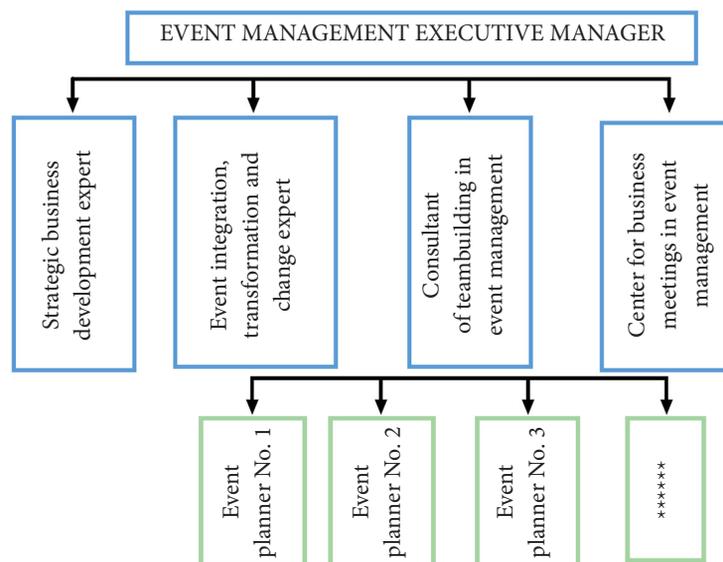


Figure 2. A fragment of a possible hierarchy of event management roles in the organisational management structure
Source: suggested by the author

The effective positioning of event management in enterprise management is related to options for its strategic vision

on the part of managers and business owners. In this context, it is worth highlighting four directions of such a vision (Fig. 3).

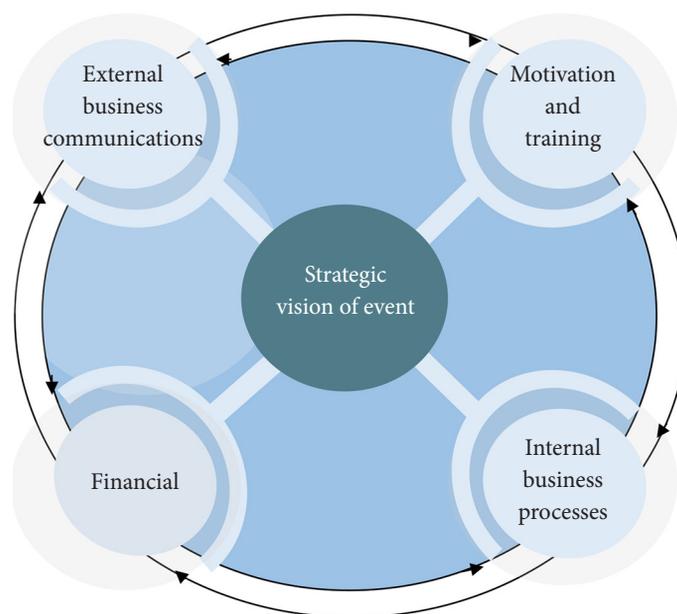


Figure 3. Model of the strategic vision of event management at the enterprise
Source: suggested by the author

For the optimality, effectiveness and balance of event management, managers and owners should pay attention to all areas of strategic vision of event management. If it is impossible to implement all directions in the practical activity of the business entity, as an option, it is appropriate to single out an element that will be of decisive importance in the implementation of the organisation's strategy, or an element that is the least developed in the enterprise and requires more attention and effort.

The proposed structure of the strategic vision of event management at the enterprise outlines the strategically important spheres of influence of this type of management and the cause-and-effect relationships between them. For example, balanced internal business processes contribute to the creation of an optimal environment for personnel development, in particular, to the formation of effective motives for employees to continue working in this particular company, to reach new heights, to learn and improve [18].

Satisfied and highly qualified personnel have wider opportunities for effective external business communications – professionals are easy to trust and can be relied on in partnership and client relations. External business communications – exhibitions, forums, meetings, etc. – help to establish relations with market participants and create a positive image, which, in turn, contributes to financial success [3; 19].

The model shown in Figure 3 is bilateral, so it also works in the opposite direction. Financial success is based on maximising financial income and increasing the company’s profit due to the use of event management in its activities. It contributes to the expansion of opportunities for business communications in the external environment. In turn, the opportunity to travel, attend conferences and meet famous personalities motivates staff to be active at work, as well as to learn and develop to meet the demands of modern business environment. Motivated and professional staff ensures the coherence and efficiency of business processes,

and the efficiency and effectiveness of business processes, in turn, is the foundation for financial success.

Focusing attention on processes within the given model of event management positioning in enterprise management necessitates careful planning of each specific event, regardless of its scale. It should be emphasised that events as such quite often have a project nature, therefore, have all the features of the project, including the position of managing them. In this context and taking into account the results of the study of theory and practice, it is advisable to emphasise that the process of event planning is cyclical, which is shown in Figure 4. Understanding the content of each of the stages makes it possible to more effectively perform the tasks that arise (for example, regarding the definition of goals and key indicators of the event, identification of the most significant risks, formation of the planned budget, involvement of personnel potential in the implementation of the event, etc.).

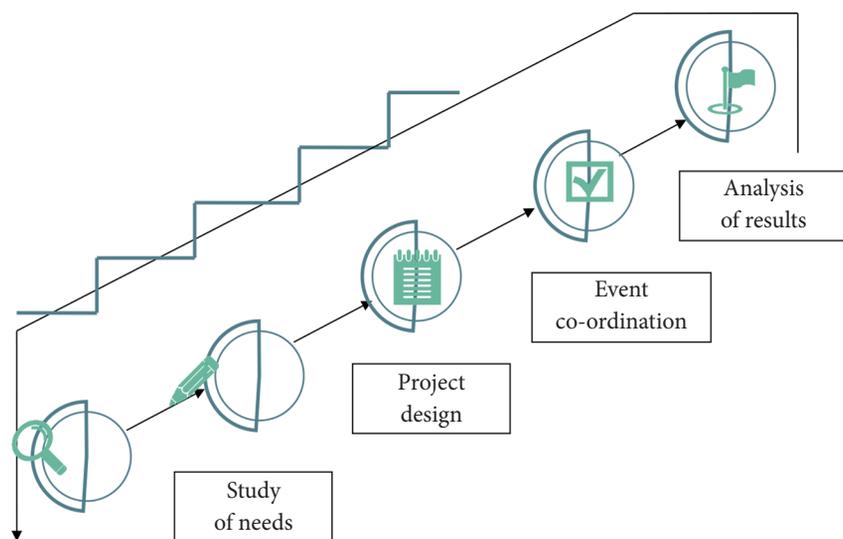


Figure 4. General stages of event planning

Source: suggested by the author

At the study of needs stage, units or individual officials study, evaluate and analyse the environment, the requirements it dictates for the implementation of the event, as well as market features. Internal research in this perspective consists in reviewing the data collected by the company in the process of acquiring its own experience and its careful interpretation.

Project design is one of the most creative stages of event planning. The project is designed in accordance with each specific situation and current goals of the company. Everything starts with the idea and vision of the project. The goals that the specified project will help to achieve are being set. Time planning is carried out – when will the most optimal time to hold the event be, how long this event will

take and what time reserves should be invested in the project plan. Having decided exactly what the project will cover, what elements will be included in the event and aligning them with the goals, an assessment and cost analysis is carried out, as well as the project budget is drawn up. To maximise the effect of the event, one should not forget about the marketing, and especially the advertising component of event planning – depending on the budget, goals and other factors, the most adequate marketing and advertising option is chosen. After that, planning of event logistics and assessment of all possible risks is carried out. Eventually, the final integrated program of the event is formed, taking into account all factors. In the time perspective, the stage of creating the design of the event project is presented in Figure 5.

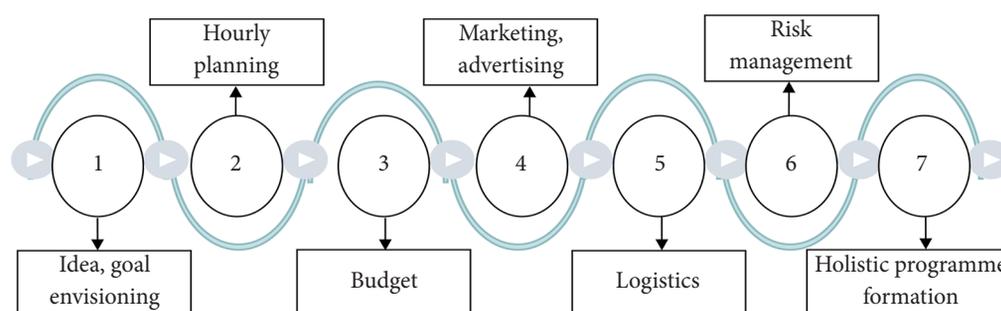


Figure 5. Timeline of the stages of event project design

Source: suggested by the author

After creating project design, the event is implemented and coordinated. In the course of this, there is constant monitoring and control over the process, adjustments are also made as needed, and operational decisions are made in real time. People involved in the coordination process must have sufficient experience, because often unexpected situations and force majeure occur during the event, which require urgent intervention and quick response. In view of this, it is clear that a person who has already encountered similar scenarios can apply the most correct solution effectively, both for the organisation and for a specific event [12].

At the last stage, the results after the event are summarised and analysed, and information is collected from the participants of the process. It is important to get objective feedback from all categories of participants – both organisers and coordinators, and the target audience. This can be done with the help of reporting, questionnaires and surveys,

which are now carried out quickly thanks to the developed system of online communications, the Internet and social networks. Participants can submit results anonymously, which will increase the number of people who are ready to give feedback. Results are also evaluated according to all financial, social, cultural and other indicators [18].

Determining the effectiveness of events is important when focusing attention on processes or on the future within the given model of event management positioning in enterprise management. From a scientific point of view, this task is not an easy one, because it requires an unambiguous assessment of the impact of event management measures on the situation in the organisation from different angles. Often this influence is calculated for the future, so its effect is unevenly distributed over time. In any case, based on the results of the research, it is worth emphasising three key types of effects within event management – immediate, strategic and hidden (Fig. 6).

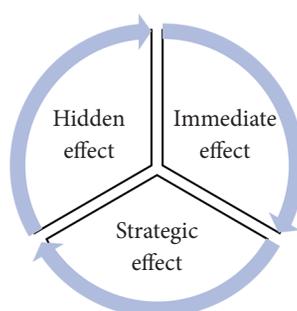


Figure 5. Key types of effects in event management

Source: selected by the author

After carrying out certain events within the framework of event management, the company receives an immediate effect almost instantly. Often it is short-term but most noticeable at first glance. In addition to the immediate effect, there is also a strategic effect that ensures the achievement of the long-term goals of the business entity, aimed at maximising the results of its activity in general. The third component of the effectiveness of event management is a hidden effect, which is reflected in more motivated staff, increasing their abilities, etc., which in the process will secretly

contribute to the development of the company and individual departments.

The evaluation of the effectiveness of event management should be carried out collectively by the management of the enterprise, event managers and other specialists in order to obtain an adequate and objective assessment.

CONCLUSIONS

To summarise, it should be noted that the use of the proposed event management positioning model in

the management of enterprises will contribute to the optimisation and acceleration of diagnostic processes, evaluation of effectiveness and transformation of this type of management, in particular to the improvement of smoothness and clarity of planning processes, organisation, motivation, control and regulation. The model enables business owners and enterprise managers to expand their own horizons and interpret event management as a system-forming component of increasing business efficiency, rather than as a separate management subsystem. Contributing to the establishment of clear roles for employees involved

in event management processes, the identification of the goals and objectives of each specific enterprise depending on its size, field of activity and stage of the life cycle, as well as stimulation of employees, the proposed positioning model will become an indispensable tool in the activities of every modern enterprise, opening opportunities for further research into the roles and areas of expert work in event management.

Prospects for further research in this direction should consist in testing of the specified model in the activities of various business entities.

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Удосконалення позиціонування івент-менеджменту в управлінні підприємством

Анотація. Особливості ведення бізнесу у XXI столітті зумовили потребу у трансформуванні традиційних підходів до управління та пошуку можливостей впровадження нових дієвих управлінських інструментів, які стосуються різних аспектів виробничо-господарської діяльності. Останнім часом однією із найбільш динамічних підсистем управління на підприємствах є підсистема івент-менеджменту, яка функціонує поряд із іншими такими підсистемами (зокрема, підсистемами фінансового менеджменту, виробничого менеджменту, менеджменту якості, менеджменту персоналу, інноваційного менеджменту, менеджменту зовнішньоекономічної діяльності, інформаційного менеджменту, ризик-менеджменту, проектного менеджменту тощо). Темпи розвитку івент-індустрії з кожним роком зростають як в Україні, так і в світі. Сьогодні складно уявити існування будь-якої сфери бізнесу без використання інструментів і методів управління різними заходами ділового (ділові зустрічі, ярмарки, виставки, конференції, конгреси, маркетингові заходи, соціальні ініціативи тощо) і тімблдингового характеру у діяльності суб'єктів господарювання, що охоплено поняттям івент-менеджменту. Водночас, на низькому рівні у літературі розглянуто проблему позиціонування івент-менеджменту в управлінні підприємством, що призводить до існування різних проблем: ускладнюється визначення його оптимальної структури залежно від виду бізнесу, «розмиваються» його ролі для забезпечення розвитку суб'єкта господарювання, нівелюється його цінність у створенні доданої вартості бізнесу тощо. Метою статті є розробка моделі позиціонування івент-менеджменту в управлінні компанією, у якій цей вид менеджменту розглядається у двох площинах: фокус на процесах та фокус на майбутньому залежно від рівня його інтегрування в систему управління. Для досягнення окресленої мети використано системний підхід, метод графічного відображення, а також структурно-логічний аналіз. Запропонована модель додає цінності у перелік науково-практичних положень у сфері івент-менеджменту, адже дає змогу розкрити його глибинну сутність та структуру у реаліях сучасного бізнесу, а також обґрунтувати його зв'язок з іншими підсистемами управління крізь призму «цінності для інших». Крім того, наведені пропозиції сприяють розумінню івент-менеджменту як системоутворюючої складової підвищення ефективності ведення бізнесу. У кінцевому результаті зазначена модель сприятиме підвищенню прибутковості підприємства шляхом інтеграції підрозділів, які залучені до процесів івент-менеджменту. Мова йде про те, щоб івент-менеджмент на вищих рівнях свого розвитку сприяв формуванню реальної доданої вартості бізнесу

Ключові слова: тімблдинг, бізнес, бізнес зустрічі, заходи, дозвілля, планування івентів