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POSSIBILITIES OF USING EVENT MANAGEMENT BY ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

Introduction

With the beginning of the full-scale invasion of the Russian army on the territory of Ukraine, the domestic business found itself in conditions of survival. Uncertainty, danger, stress of workers, decrease in purchasing power, drop in motivation to work - all these have become realities under which the business sector continues to function. Despite the difficulties, company management adapts and changes approaches to management and motivation of personnel.

Competition does not leave the market either. Recently, in order to gain competitive advantages, advanced enterprises are forced to use non-standard methods. One of these methods is event management, which is aimed at obtaining not a one-time effect, but a long-term process in the formation of the organization's image, its impact on the interests and needs of the consumer.

Purpose, subject and research methods

The purpose of the article is to find and systematize event management tools as a way to increase the competitiveness of enterprises and simultaneously meet the needs of consumers in the conditions of martial law.

The subject of the research is the application of event technologies in the practice of conducting business of domestic companies and their transformation in the conditions of war.

There is also a need to study the problems of ensuring the effectiveness of measures to achieve the expected result, to analyze the main obstacles on the way to effective management of a significant event. In case of incorrect choice of the format of the event or non-rational organization, unforeseen circumstances may arise, which, in turn, will negatively affect the company's reputation and/or lead to unjustified costs.

Results of the research

Throughout the world, event management has long been a subject of study, as well as a basis for the application of practical skills and abilities aimed
at the development, production and management of planned events, meaningful festivals, celebrations, entertainment events, recreational events, political, governmental, scientific and theatrical events [1]. To this list can be added local events, individual business or corporate events, as well as events of a private nature, including various parties, weddings and social events of certain family groups. [2, p. 113].

Thus, event management is a separate direction of management that directs its activities to planning, organization, coordination and control of special events, both of an internal nature and those aimed at attracting attention from consumers.

Thus, the domestic expert in the field of event management, M. Poplavskyi, emphasizes the binary nature of the concept of event management. Its interpretation is based on two main aspects:
- firstly, it is the use of special measures to achieve various corporate and social goals;
- secondly, these are the methods and techniques of managing unique events, which are considered as separate business projects [3].

In the conditions of martial law, the emphasis in event management shifted somewhat. In our opinion, the tasks of the event management in modern conditions should become:
- employee cohesion;
- assistance of the Armed Forces, as belonging to the concept of social responsibility.

Special attention should be paid to the company’s personnel, who, thanks to their competences, are able to adequately perform their functions in accordance with the tasks and requirements of the market. In fact, personnel is the main resource of the enterprise, and therefore the main factor in ensuring its competitiveness. In today’s conditions, personnel are vulnerable. Employees are disorganized, disorganized, demotivated in relation to work, under stress, resulting in difficulty in making decisions, conflict and, ultimately, a decrease in labor productivity. On the other hand, working in a team helps to distract from events, create an illusion of normality, there is mutual help, support and, most importantly, work provides a guarantee of receiving wages, which supports the solvency of families.

In view of this, there is a need for the formation of competent personnel capable of productive work in the existing conditions. Only motivated employees with a psychologically stable level and opportunities for intellectual and professional development are able to properly establish working systems of sales, finance, logistics, marketing, etc.

In the conditions of martial law, events of an intra-organizational nature are designed to strengthen the corporate spirit in the company, increase the sense of belonging and group identification. At the same time, corporate events have a
positive effect on the status of the enterprise and form loyalty to the brand on the part of the potential consumer.

The organization of business-oriented events contributes to the popularity of the brand, promotion of products, and increases the competitiveness of the enterprise. Such events are increasingly included in the process of functioning of enterprises, and a separate item of expenses is incurred for their conduct. Under military conditions, such events are volunteer events.

The word "volunteer" comes from French volontaire (volunteer), which in turn is borrowed from the Latin voluntarius (voluntas – free expression of will, volō – desire, intention). That is, volunteering is a voluntary, useless, socially important activity [4]. The volunteer movement in Ukraine today has no analogues in the world. There is a significant motivation of the society for volunteering.

According to the survey initiated and implemented by the Kyiv International Institute of Sociology (date: July 2-9, 2022), "81% of respondents donated money to the Armed Forces, although 95% note that they do not have enough income for a comfortable life. In addition, 63% donated essential items to internally displaced persons (IDPs), 60% donated money to humanitarian aid, and more than half provided shelter or aid to IDPs. The level of devotion of ordinary Ukrainians to their compatriots, their communities and their country is clearly visible." [5].

Volunteering through the prism of event management looks like the art of organizing the work of volunteers in order to achieve dual goals: to arrange the work of volunteers so that the organization effectively achieves its goals and realizes the mission for which it works; obtaining a social effect from the event.

Unfortunately, until recently, volunteer management was not widespread in Ukraine, and therefore there is an imperfection in its development as a mechanism. You can find some methods for working with volunteers, but public organizations rarely use this tool and usually do not share the approach of working with volunteers as management. There is a lack of a competent approach to the organization of work with volunteers at all stages of classical management and event management: planning, development, organization, coordination, control, monitoring, follow-up, evaluation of the effectiveness of the event [6].

The volunteer movement within the enterprise can be carried out in the form of: collective collection of funds from the personnel for the needs of the Armed Forces of Ukraine, TRO or IDPs; organization of events that would ensure the inflow of funds for both the company and aid; organization of promotions that stimulate sales (and part of the funds will go to targeted needs), etc. Such measures, on the one hand, stimulate the labor activity of employees, unite them, provoke a feeling of involvement in good deeds and self-importance of employees, and on the other hand, with such measures, the company creates loyalty from consumers and forms attractiveness to the brand.
Therefore, by organizing special events, the company can successfully communicate its values to the target audience, forming the necessary attitude towards itself, its products and services. The most important task in this case is the creation of a comprehensive event policy of the company, which combines separate measures into a single system to achieve the chosen goals. Such parameters as the format of the event, the budget of the event, and the terms of project implementation depend on the general goals and tasks facing the event manager when organizing a specific event.

It is also important to consider that the uniqueness of the event is given by its exclusivity, unusualness and social significance, which contributes to the memorization of the event and positive perception of the enterprise and its trademark.

Typical goals of events for enterprises aiming to promote goods/services under martial law are:
- creating or maintaining the necessary image of the company;
- increasing the loyalty of the target audience and, as a result, increasing sales;
- increasing the visibility of the company, product, service.
- Therefore, it is advisable to consider the event as an opportunity to meet with your target audience in order to understand their needs and form priorities when choosing a particular product. It is important for the organizer not to lose his strategic goal, so professionals who organize the event at the highest level should appear on the stage.
- Thus, the market of event services in Ukraine has a tendency to develop. However, scientists have identified a number of obstacles that inhibit the domestic event industry. Among them, the most significant are:
  - unpreparedness of Ukrainian clients for creative solutions and their financing;
  - lack of qualified personnel capable of professionally planning and holding an event Event management is studied more actively in Western sources. It is part of strategic marketing tools, emphasizing the importance of organizing events in the process of communication with customers: companies hold promotional events to facilitate communication with potential customers and stakeholders [3].

Conclusions

Event management tools in conditions of uncertainty and limited financial resources can become a real helper in forming the competitive advantages of the enterprise, strengthening the brand and forming loyalty to it. After all, shocked by the events, Ukrainian society is now guided not by rational inferences, but by instincts, moral incentives and the desire to do a good deed and satisfy their needs at the same time when making a purchase decision.
Rational organization and effective management of events, both in the corporate sector and in business projects, helps to attract the attention of consumers, form loyalty to the company or brand in them, influence the general public and even indirectly influence those who did not get to the event, but is included in the target audience. In the center of attention of the event management are issues of proper planning, consistent organization and professional coordination of the entire event.

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Abstract
The article examines the main views on the implementation of event management tools in the mechanism of managing domestic enterprises under martial law. It was determined that in the pre-war period the event industry had an initial state of development in Ukraine, and the global pandemic and war events stopped its development and deformed the classical concept of event management. Modern tools of event management, which can be used in a period of uncertainty and financial instability, have been studied.

Keywords: event management, martial law, event, social responsibility, loyalty, volunteering.

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