FEATURES OF MANAGING THE EVENT-MANAGEMENT SYSTEM IN THE HOTEL AND RESTAURANT BUSINESS

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PRESENTATION AND PURPOSE OF THE STUDY. The modern hotel and restaurant business increasingly relies on event-management as a tool that shapes the perception of service quality and strengthens competitiveness. Events allow hospitality enterprises to diversify services, increase customer loyalty, attract new audiences and build recognizable brands. In the context of digitalization, changing consumer preferences, strong competition and unstable socio-economic conditions, event management becomes an important element of strategic development. The demand for flexible management systems and the ability to organize events of various formats has grown, especially considering global challenges that have influenced tourism and hospitality. The purpose of this research is to identify the main characteristics of building an effective event-management system in the hospitality industry and define its role in improving quality, communication and competitiveness.

RESEARCH METHODS. The study applies methods of abstraction, systematization, situational and comparative analysis, project approach, logical and analytical evaluation and modeling of organizational processes. This methodological base enabled the formation of substantiated conclusions regarding the structure and functioning of the event-management system.

THE RESULTS. Event-management in the hotel and restaurant business is understood as a multifunctional activity aimed at planning, organizing and implementing events that meet client expectations and increase the value of the hospitality product.

A key feature is strong customer orientation: events must be emotional, personalized and aligned with the goals of the target audience. Unlike standard operational services, event services involve complex coordination of many components – from scenario development and creative solutions to logistics, budgeting and communication. An important component is the integration of digital technologies. Hotels and restaurants increasingly use event CRM systems, cloud planning platforms, automated registration tools, hybrid formats and online communication systems. For many hotels and restaurants, event activity becomes a source of additional revenue and a tool for attracting new customers through conferences, cultural programs, celebrations, presentations and gastronomic events.

CONCLUSIONS. Event-management is a key element of the modern strategy of hotel and restaurant enterprises. Its effective implementation helps improve service quality, optimize internal processes, attract new audiences and strengthen competitiveness. A well-structured event-management system integrates creative, technological, organizational and communication components, ensuring flexibility and adaptability in unstable market conditions. The ability of hospitality enterprises to develop professional event strategies becomes an important factor in resilience and long-term development, shaping the innovative potential of the entire industry.

KEYWORDS: event-management; hotel and restaurant business; management system; event technologies; hospitality industry; customer experience; innovations; project management.

ОСОБЛИВОСТІ УПРАВЛІННЯ СИСТЕМОЮ ІВЕНТ-МЕНЕДЖМЕНТУ В ГОТЕЛЬНО-РЕСТОРАННОМУ БІЗНЕСІ

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ВИСТУП І МЕТА ДОСЛІДЖЕННЯ. На сучасному етапі розвитку готельно-ресторанного бізнесу івент-менеджмент виступає одним з ключових механізмів формування конкурентних переваг, підвищення привабливості підприємства та зміцнення взаємодії з клієнтами. Галузь гостинності дедалі більше орієнтується на створення унікальних вражень, комплексних подій і спеціальних програм, що формують емоційну цінність і сприяють зростанню лояльності гостей. Під впливом цифровізації, змін у споживчій поведінці й високого рівня конкуренції готелі та ресторани змушені удосконалювати підходи до організації подій, впроваджувати нові технології та методи управління. Разом з тим, нестабільність зовнішнього середовища, зокрема соціально-економічні та політичні фактори, підсилює потребу у гнучких системах управління, здатних забезпечити якісну реалізацію івент-проєктів різної складності. Це визначає актуальність дослідження особливостей управління системою івент-менеджменту як інструменту стратегічного розвитку готельно-ресторанного бізнесу. Метою статті є вивчення структури, принципів, інструментів та закономірностей управління івент-менеджментом у сфері гостинності.

МЕТОДИ ДОСЛІДЖЕННЯ. У роботі застосовано методи абстракції, порівняння, класифікації, системного підходу, ситуаційного аналізу, логіко-аналітичної оцінки, моделювання та елементів проєктного аналізу. Використана методологічна база дала змогу сформувати цілісне бачення організаційних та управлінських процесів, характерних для системи івент-менеджменту.

РЕЗУЛЬТАТИ. Управління системою івент-менеджменту в готельно-ресторанному бізнесі визначається як багатокомпонентний процес, що охоплює планування, організацію, координацію, комунікацію та контроль за реалізацією подій. Важливими елементами є визначення концепції заходу, сегментація аудиторії, формування бюджету, робота з підрядниками, управління ризиками, забезпечення безпеки та операційна логістика. У сучасних умовах особливе значення набуває використання цифрових технологій: CRM-платформ, систем онлайн-бронювання, автоматизованих комунікацій, інструментів аналітики, а також віртуальних і гібридних форматів заходів. Важливим є впровадження проєктного підходу, що дозволяє оптимізувати часові та ресурсні витрати, забезпечує прозорість процесів і підвищує якість надання послуг. Івент-менеджмент також виконує маркетингову функцію, оскільки події впливають на бренд підприємства, формують емоційний зв'язок із клієнтами та стимулюють повторні звернення.

ВИСНОВКИ. Система івент-менеджменту є важливою складовою розвитку готельно-ресторанного бізнесу, оскільки забезпечує створення доданої цінності та підвищує конкурентоспроможність. Ефективне управління подіями потребує поєднання творчих рішень, технологічних інновацій та чітких управлінських процесів. Раціонально організований івент-менеджмент сприяє зростанню прибутковості, покращенню іміджу підприємства та формуванню довгострокових відносин із клієнтами.

КЛЮЧОВІ СЛОВА: івент-менеджмент; готельно-ресторанний бізнес; управління подіями; сервіс; організація заходів; комунікації; конкурентоспроможність; клієнтський досвід.

Introduction. In the hotel and restaurant business, event-management increasingly acts as a key component of effective service delivery and competitive positioning. The quality of event processes is determined by numerous organizational, managerial, technological and human factors that influence both the preparation and the implementation of events of various scales. To ensure the stability and predictability of results, enterprises must develop a clear management system that regulates all stages of event activity – from idea formation and planning to operational execution and post-event analysis. Effective event-management requires not only coordination of resources, logistics, communication and budgeting but also the ability to maintain service quality in dynamic and often unpredictable conditions.

The essence of managing the event process is to develop management decisions that ensure consistency, emotional engagement, safety and customer satisfaction. This involves applying structured approaches to planning, standardizing procedures, forming clear service protocols and using modern tools that help monitor and regulate all stages of event preparation. A well-established management system integrates scenario development, supplier selection, risk assessment, personnel coordination, and quality control into a unified algorithm. This system must function both before the start of the event (pre-production), during its implementation (production) and after its completion (post-production), ensuring continuous improvement and the accumulation of organizational experience.

The goal of effective event-management in the hospitality sector is to increase customer loyalty, ensure the economic stability of enterprises and strengthen their competitiveness. Events must meet customer expectations, conform to safety and comfort standards, reflect the brand identity of the establishment and correspond to market trends. The introduction of innovative approaches – including digital platforms, automated communication systems, hybrid event formats and data-driven solutions – significantly increases the efficiency and quality of event services.

Thus, the creation of an effective event-management system enables hotel and restaurant enterprises to operate stably in conditions of high competition and socio-economic fluctuations, providing clients with high-quality, emotionally valuable and well-organized event services.

Description of the problem. Event-management in the hotel and restaurant business forms a complex managerial system that integrates operational processes, service quality standards, creative decision-making, communication strategies and digital tools aimed at achieving sustainable competitive advantages. In the contemporary hospitality environment, events are no longer an additional or optional activity; they have become a strategic component that directly shapes customer experience, brand identity and long-

term market positioning. However, the introduction, coordination and control of event processes involve a wide range of challenges that require systematic analysis and effective managerial solutions.

A significant challenge in event-management is the need to create and maintain an emotional connection with the client. Modern consumers expect personalized experiences, high levels of engagement, and unique formats that distinguish one event from another. This causes the need for continuous creative development, significant informational support, and the integration of communication channels that ensure effective interaction between participants, organizers and service personnel. At the same time, such expectations increase the risks associated with customer dissatisfaction, inconsistencies between planned and actual outcomes, and insufficient emotional impact of the event (Blyznyuk, Kuz & Kinas, 2024).

Demand fluctuations also complicate the development of efficient event-management processes. Seasonality, cultural factors, economic fluctuations and changes in customer preferences create irregular patterns of demand for events. This inconsistency increases the risk of underutilization of event spaces and human resources during low-demand periods and overload during peak seasons. Poor forecasting may result in financial losses, excessive costs or diminished service quality. As a result, hospitality enterprises must build advanced forecasting models that integrate market analytics, statistical data and digital monitoring systems – yet many businesses lack the analytical capabilities needed for such complex forecasting (Danchenko, Chepurda & Kurakin, 2024).

Safety and regulatory compliance also pose serious challenges. Events must meet strict rules on fire safety, hygiene, food handling, and digital privacy. Non-compliance can lead to fines or closures. Constant regulatory changes and staff training demands create added pressure, especially for smaller enterprises. Competition is intensifying with the rise of boutique hotels, coworking spaces, and rental platforms offering innovative event services. To keep up, traditional venues must rethink their event strategies, focus on emotional value, technology, and brand authenticity, requiring strategic investment and planning (Marques & Marques, 2023).

Sustainability is another growing priority. Clients expect eco-friendly practices – waste reduction, ethical sourcing, and energy efficiency. While these boost brand image, they also raise costs and demand expertise. Many businesses lack clear sustainability policies, making consistent implementation difficult.

Another important problem in the development of event-management systems is the increasing technological dependence of the hospitality sector. Modern events require the integration of audio-visual equipment, interactive installations, digital registration systems, mobile applications, virtual assistants, online ticketing platforms and hybrid communication technologies. While these

tools significantly expand the possibilities of event design, they also create risks related to technological failures, cybersecurity, and insufficient digital competence among staff. Even a minor technical malfunction during an event can negatively influence customer satisfaction, damage the reputation of the enterprise and lead to financial losses. Therefore, the lack of strong IT support and reliable technological infrastructure remains a major barrier to stable event-management operations.

One of the most challenging aspects of event-management is the unpredictability of customer behavior. Event audiences are diverse, emotionally driven and vary significantly across market segments. Their preferences change rapidly due to fashion, digital trends, cultural shifts and global social dynamics. As a result, event concepts that were successful only a year ago may no longer attract modern consumers. Enterprises must therefore constantly monitor trends, conduct market research and invest in creative development. However, many hospitality businesses lack analytical tools and professional creative departments, leaving them unable to track and adapt to relevant trends. This leads to outdated event formats, reduced engagement and declining competitiveness (Yazina & Zakharchenko, 2024).

Communication problems also pose serious challenges. Event-management requires precise horizontal and vertical communication among all teams – from marketing and sales to logistics, kitchen staff, decorators, security services and third-party partners. Miscommunication at any stage can disrupt the entire event flow, causing delays or inconsistencies. Furthermore, hospitality enterprises often suffer from fragmented communication standards, lack of unified reporting systems and insufficient briefing procedures. These gaps reduce the effectiveness of teamwork and complicate the implementation of complex event projects (Khytrova & Dolha, 2023).

Customer expectations have also changed dramatically in recent years, becoming much higher and more personalized. Guests expect unique event experiences, rapid service, transparency, emotional interaction, and digital convenience. They compare hospitality events not only with competitors in the hotel and restaurant sector, but also with global entertainment platforms, large entertainment companies and technology firms. This expanded competitive field raises the bar for event quality and demands constant upgrading of creativity, technology and service processes. The inability to meet such expectations leads to customer dissatisfaction and decreases the enterprise's ability to attract new clients (Sokolova, 2019).

Another important issue is crisis sensitivity. Events are extremely vulnerable to global, national and local crises, including pandemics, economic instability, energy shortages, political tensions, and environmental emergencies. These external shocks can cancel events, reduce the availability of suppliers or

disrupt logistics. Hospitality enterprises must therefore develop strong crisis-management strategies, contingency plans and flexible event formats, such as hybrid or fully virtual events. However, many businesses lack strategic planning capabilities and rely on spontaneous decision-making, which reduces readiness for crisis situations.

Finally, one of the most fundamental problems lies in the insufficient strategic integration of event-management into the overall business model of hotels and restaurants. In many enterprises, event activity is treated as an additional service rather than a strategic instrument for competitiveness, brand development and customer loyalty. This leads to underinvestment in event departments, absence of long-term planning and the lack of unified standards for event quality. Without a strategic approach, hospitality enterprises cannot fully utilize the potential of event-management as a driver of innovation, differentiation and sustainable growth.

Research results and prospects. Research results show that the development of an effective event-management system in the hotel and restaurant business depends on a complex interaction of organizational, technological and creative factors. Event-management in hospitality has evolved into an integrated business function responsible for forming consumer impressions, strengthening brand value and generating additional revenue streams. Unlike standard operational processes, events require advanced planning, coordination and communication, which is why enterprises that implement structured event-management systems achieve higher levels of service quality, customer satisfaction and market competitiveness.

One of the key findings is that successful event-management significantly increases demand for hospitality services. Hotels and restaurants that consistently organize events such as conferences, corporate gatherings, weddings, cultural evenings, gastronomic festivals or promotional activities experience higher occupancy rates, increased table reservations and stronger customer engagement. Events expand the marketing visibility of the enterprise and stimulate repeat visits due to emotional involvement of the audience. By offering memorable and well-constructed event experiences, hospitality enterprises secure a competitive advantage and attract new segments of customers who would not have otherwise interacted with the brand (Oliinyk, 2024).

Another important result is the improvement of service quality through the adaptation of innovative event-management tools. Technologies such as event CRM systems, automated registration platforms, digital guest flow analytics, interactive design software and hybrid-event solutions enable hospitality enterprises to optimize all stages of event preparation. These tools help create personalized experiences, reduce service errors, improve internal coordination,

and speed up communication between stakeholders. As a result, hotels and restaurants can respond more effectively to the expectations of modern customers, who seek convenience, transparency and high emotional value.

Event-management also plays a crucial role in cost optimization. Although events require initial investment, structured management reduces unnecessary expenditures by improving planning accuracy, resource allocation and supplier coordination. For example, digital inventory systems reduce the likelihood of overbooking equipment, while automated staffing tools help predict labor demand more precisely.

Research results further indicate that event-management systems must take into account the strong seasonality characteristic of hospitality. Many hotels and restaurants experience cyclical demand fluctuations, which influence the frequency and profitability of events. Seasonal peaks create opportunities for large-scale events, while off-season periods provide space for creative formats and discounted offerings aimed at sustaining customer interest. Event-management becomes an instrument for balancing seasonal risks: enterprises can plan a diversified calendar of events that attracts different audience groups year-round. This reduces financial instability and provides a more predictable distribution of revenue (Mysyk, 2020).

Despite the advantages, the introduction of event-management in hospitality is associated with high commercial risks. The demand for event services is influenced by volatile consumer preferences, cultural trends, fashion shifts, and socio-economic conditions. Even slight changes in customer expectations may affect the success of the planned event. Additionally, external factors such as currency fluctuations, political instability or global crises may reduce event demand or lead to last-minute cancellations. Enterprises must implement risk-evaluation models and maintain flexible event formats – hybrid, modular or mobile – to minimize the potential negative impact. This confirms the need for strategic planning and a proactive approach to risk management (Khytrova & Dolha, 2023).

Research also highlights the multifaceted nature of event-management innovations. These innovations can be categorized into key groups, each contributing to better performance of hospitality enterprises. Management innovations include the introduction of event-specific project management methodologies, clear responsibility structures, digital workflow platforms and unified communication channels. These tools help classify tasks, optimize timing and improve cross-department collaboration. Communication innovations consist of adopting digital communication devices, guest feedback collection tools, push-notification systems and multi-channel communication strategies that facilitate better interaction with clients before, during and after events.

Service innovations include personalization technologies, thematic event concepts, creative design techniques and adaptive service models that allow enterprises to tailor events to the needs of individual clients. This enhances customer satisfaction by creating unique emotional experiences. Marketing innovations involve the use of social media campaigns, online advertising tools, digital promotion platforms and loyalty programs that increase visibility and improve customer engagement with events. Digital innovations, particularly in the context of growing digitalization, represent one of the strongest groups of event-management tools. They include cloud-based systems, virtual reality elements, contactless service modules, mobile applications, digital payments and data analytics platforms. These innovations raise the level of automation, improve decision-making and increase customer comfort (Khytrova & Dolha, 2023).

Prospects for the development of event-management in the hotel and restaurant business are associated with the expansion of digital transformation, the growing popularity of hybrid events, the evolution of customer expectations and the integration of sustainability principles. The future of event-management will rely on deeper data analytics, automated customer segmentation and AI-driven tools for event forecasting. Personalized experiences will become even more important, making technologies such as augmented reality, dynamic content generation and automated guest profiling essential. Sustainability will also take on a greater role, pushing enterprises to adopt eco-friendly event formats, reduce waste, use energy-efficient equipment and promote socially responsible practices.

In the long term, event-management will become a strategic core of hospitality enterprises. It will shape brand identity, define value propositions and influence customer loyalty. As competition in the hospitality sector intensifies, hotels and restaurants that effectively integrate event-management into their operational and marketing systems will achieve stronger market positions, greater financial stability and long-term sustainable development.

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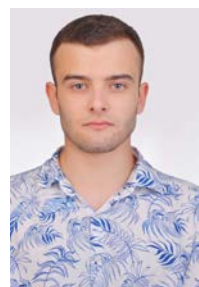
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