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METHOD OF EVALUATION OF EVENT MANAGEMENT FORMATION AT THE ENTERPRISE

Purpose. The article aims to develop a comprehensive and targeted method for assessing the formation of event management in the enterprise, based on the separation of the four-factor model of such assessment (areas of professional competence, maturity, event activity, and information technology component).

Design/methodology/approach. The main research methods are theoretical and methodological analysis (to clarify the content of the concept of event management), structural and logical analysis, and way of data systematization (to reflect the structure and relationships within a four-factor model for assessing the formation of event management in the enterprise), an empirical method of diagnostic testing (to establish the ranges of the level of construction of event management), as well as the method of graphical display (to illustrate the formation of event management).

Findings. The article analyzed and developed the content of the concept of event management formation and executed its distribution on the level and main directions. The research developed a model of estimation of event management formation at the enterprise, which formed the basis of the offered complex-target method of assessment of such formation. There are 4 main areas (factors) for assessing the formation of event management at the enterprise, namely: the direction of professional competence of employees involved in event management, the direction of organizational maturity, the direction of event activity of the enterprise, and the direction of information technology component of the enterprise. The article graphically illustrated a level of event management formation at the enterprise in the form of a petal diagram with a circle drawing of the level of such formation. The developed complex-target method for enterprises of various activity spheres is empirically researched and applied, based on which we formed conclusions and recommendations.

Practical implications. The method allows for forming a set of appropriate parameters for assessing the formation of event management in the management of the enterprise and ensuring their integration to obtain a generalized assessment. Therefore, a point and dynamic evaluation of the level of such formation is obtained, taking into account each of the directions. In addition, it is possible to identify the strengths and weaknesses of the company in this direction, which is further the basis for management decisions to improve.

Originality/value. The scientific novelty of the research lies in the authorial and empirically substantiated complex-targeted method of assessing the formation of event management, which will allow determining the level of this formation in the following areas: professional competence of employees, organizational maturity, event activity, and information technology component and. This

approach will give you the possibility to pinpoint which areas of event management need special attention to maximize the positive effect of this type of management in enterprise management.

Key words: event management; business; business tourism; events; entertainment; event planning.

Paper type: Research paper.

Formulation of the problem

The fast-changing and dynamic market environment necessitate using the latest management technologies and tools in various management subsystems (innovation management, risk management, stress management, personnel management, etc.). Event management is no exception as a type of management activity aimed at managing various business events (business meetings, fairs, exhibitions, conferences, congresses, marketing events, social initiatives, etc.) and team building in the activities of enterprises, organizations, and institutions to achieve their strategic and tactical goals. The list and scale of measures to improve event management will largely depend on the formation of this management subsystem in the management of each entity. Understanding the level of such construction is necessary at every stage of the life cycle of both event management and the company. Therefore, this issue is an applied field of study and necessitates the development of appropriate methodological tools in this area.

Analysis of recent research and publications

Many foreign and domestic scholars have studied various aspects of event management. Among the foreign achievements in this field are the works of B. Aldebert [10], R. Carucci [11], D. Getz [12], W. Smith [18], M. Schnitzer, C. Kössler, P. Schlemmer, and M. Peters [16], as well as many others, who drew attention to the development of the essence of this concept, the definition place of event management in the management system of companies in general, specifying its features, characteristics of the features of events, etc. Scientific publications D. Ulrich, J. Younger, and W. Brockbank [21] consider the usage of both theoretical tools and empirical features of event classification, reveal various practical aspects of event management, and highlight its place in the management system in general. Among the domestic authors who study this issue, it is worth noting that M. Golovan [1], P. Tyshchenko, M. Grygorenko, V. Mysyk [3, 5, 6, 14], and others whose works are devoted to event management, practical use, and theoretical analysis. All this is a theoretical and methodological basis for developing a method for assessing the formation of event management in the enterprise.

Formulation of hypothesis and goal setting

The article aims to develop a comprehensive and targeted method for assessing the formation of event management in the enterprise, based on the separation of the four-factor model of such assessment (areas of professional competence, maturity, event activity, and information technology component).

Research methods

The main research methods are theoretical and methodological analysis (to clarify the content of the concept of event management), structural and logical analysis, and method of data systematization (to reflect the structure and relationships within a four-factor model for assessing the formation of event management in the enterprise), an empirical method of diagnostic testing (to establish the ranges of the level of construction of event management), as well as the method of graphical display (to illustrate the formation of event management).

Presentation of the main material of the study and the results obtained

The very concept of "formed" comes from its verb form "form" and is closer in meaning to the adjective form "formed". The word "form" comes from Latin and has several implications. Dictionary of foreign words Slovopediya [9] presents the following four main interpretations of the concept of "form":

1) "give something a certain shape, appearance, etc.";

2) "make something by casting, using a mold";

3) "give existence for some reason; to create, giving some structure, organization, form";

4) "organize, create something (body, department, etc.) from a certain number of participants; adopt".

The adjective "formed" is interpreted as "which in the process of development, having acquired a certain form, shape or quality, formed" [8].

Having analyzed the above interpretations of the terms "form" and "formed", we can, in general, consider the concept of "formation" as a specific state in which the object was formed and developed to particular characteristics, acquiring a specific inherent state of form, appearance or quality it is at this stage that they perform functions different from the previous steps and ensure their further development and stability. The importance of determining the level of formation is that it will allow knowing at what stage the object is in its development, as well as to analyze what new characteristics the entity has acquired at this stage, to predict some future dynamics of its development and evaluate the level of development of this object.

The formation of event management, in turn, should be considered as the current state of its development in the enterprise, described by the level of structuring and regulation of relevant processes, in particular, compared to the initial and desired state, to improve management and achieve goals.

Once you know the level of development of event management, you can predict the dynamics of its development in the future, make adjustments depending on the goals and objectives of the company, optimize certain components or expand specific functions, transform units, supplement or reduce the list of operational commitments to attract more labor, material, informational, financial and other resources or, conversely, reduce their number depending on needs and situations.

According to the research results, to determine the level of event management in a particular enterprise, we propose to use a comprehensive target method based on a four-factor model of such assessment, which includes areas of professional competence, organizational maturity, event activity, and information technology component.

Each of these areas illustrates the most priority aspects of the formation of event management in the enterprise. Thus, the scope of professional competence is responsible for determining the level of competence of the company's employees in implementing business and team-building activities, taking into account the level of success of previous projects. The direction of organizational maturity, in turn, shows a qualitative assessment of the level of maturity of event management processes and assignments, as well as the use of already developed tools and terminology in this area. The direction of event activity determines the level of activity of the enterprise to conduct events of different types and levels of complexity. And finally, the order of information technology activity shows how much the company actively monitors new trends in the event industry market and uses them in its activities, updates, and optimizes its information technology resources.

From the methodological point of view, it is expedient to evaluate the formation of event management at the enterprise using 10 parameters of such evaluation, which correspond to the indicated directions (Table). Each direction has its number of points, which are assigned depending on the formation level of event management in each enterprise. The area of professional competence includes 3 assessment parameters (maximum number of points – 30), the direction of managerial maturity – 2 parameters (maximum number of points – 20), areas of event activity and information technology component – 3 and 2 parameters, respectively (maximum number of points – 30 and 20 respectively). In general, the company on all indicators can score a maximum of 100 points, which will be equivalent to 100 % of the formation of event management in the company. The minimum number of points that a company can score is 0 – the case of a complete lack of event management in the company as such.

The results of the analysis of the parameters of assessing the formation of event management for each entity can determine the level of such construction and identify the company's strengths and weaknesses in this direction.

**Four-factor model for assessing the formation
of event management in the enterprise**

	1. Who in your company implements events within the event management?	Max 10
The direction of professional competence	separate department	10
	specially appointed employees	5
	no designated employees	3
	no one carries out	0
	2. What is the experience of employees in the field of event management in your company?	Max 10
	to 1 year	0
	1–3 years	3
	3–5 years	5
	More than 5 years	10
	3. What is the percentage of successful projects in the field of event management (which have achieved the goals and projected results)?	Max 10
	up to 10 % of successful projects out of 100 %	0
	11–40 % of successful projects out of 100 %	3
	41–70 % of successful projects out of 100 %	5
	more than 70 % of successful projects	10
The direction of managerial maturity	4. What is the level of awareness of the company about the importance of basic knowledge of event management, their improvement, and the use of related terminology?	Max 10
	the company uses general knowledge in the field of management and does not use a specific glossary of terms for the implementation of event management	0
	the company is aware of the importance and necessity of deep mastering of basic knowledge in the field of event management, is in the process of study and assimilation, but does not yet own and does not use specific terminology for event management	3
	the company already has some knowledge in the field of event management, is in the process of their level necessary for the most efficient operation, and uses a limited amount of related terminology	5
	the company owns and constantly improves its knowledge in the field of event management, understands the importance of tracking changes and learning new knowledge, as well as regularly uses and updates the terminology dictionary of event management	10
	5. Management of event management processes and projects at the enterprise is carried out:	Max 10
	without the use of regulated and standardized procedures and in the absence of a system of control over event management processes;	0
	with a minimum level of standardization of procedures and with a limited level of integration, consistency, and coordination between processes and individual event management projects;	3
	with the existence of its own centrally controlled processes and procedures for event management and the ability to adjust individual projects for these procedures;	5
	with the existence of special management indicators for all processes and individual event management projects, which are used to forecast the future state of event management and the enterprise as a whole;	7
	with the existence of a continuous process of improving the technology of event management in the enterprise to optimize management processes	10
The direction of	6. How often do corporate, entertainment, educational and other similar events take place at your company to motivate staff?	Max 10
	once a year	2
	twice a year	4

	every season	6
	every month	8
	several times a month	10
	are not held	0
	7. How often does your company organize business meetings outside and business trips, visits to exhibitions, and other similar events?	**Max 10**
	once a year	2
	twice a year	4
	every season	6
	every month	8
	several times a month	10
	are not held	0
	8. How often does your company organize training to increase the competence of employees in the field of event management?	**Max 10**
	once a year	2
	twice a year	4
	every season	6
	every month	8
	several times a month	10
	are not held	0
The direction of the information technology component	**9. How often are your company's market monitoring the event industry and innovations in it?**	**Max 10**
	once a year	2
	twice a year	4
	every season	6
	every month	8
	several times a month	10
	are not held	0
	10. Does your company use additional software and the latest technologies in the field of event management?	**Max 10**
	yes, we use a full range of event management software and technology	10
	yes, but only a few related programs and platforms	7
	no, only available free online platforms	5
	no, none is used	0

Note: developed and proposed by the author.

To form the parameters of scaling indicators obtained by using a four-factor model for assessing the formation of event management at the enterprise, we conducted an expert survey among enterprises in the Lviv region. While considering the obtained conclusions, it is appropriate to take into account 4 levels of event management. A range of 0–40 points indicates a low level. Event management is in its infancy. Such companies are not yet familiar with the positive aspects of the implementation of event management, do not consider the possibility of its undertaking, or are just beginning to implement event management.

The range of 40–60 points indicates the average level of event management. The company needs a large-scale transformation of many components of event management for its smooth operation. We can assume that the manager or employees involved in the event management processes do not have sufficient skills, knowledge, and abilities in this area. In addition, there is a possibility of insufficient technical, programmatic, informational, and financial levels of business and team-building activities.

The range of 60–80 points indicates a high level of formation of event management in the enterprise. This process is coherent in general but requires some change and development to achieve the optimal level. The company already feels the effectiveness of event management in its activities and uses more of its tools; the team and the head of the organization have some experience and knowledge in this area. At the same time, many opportunities are beyond the reach of employees involved in event management. In addition, there is a possibility of a slow pace of updating information, hardware, and software and not taking into account changes in the environment and modernization processes in this area.

The range of 80–100 points indicates a very high formation level of event management. The company is at the center of events and news of the event industry market, uses the latest tools and ideas of event management in its activities, monitors the market, and regularly increases staff competence in this area.

This scale correlates with the Harrington scale known in theory and practice, which scientists use to solve various economic problems [2, 13, 15].

Graphically depicting the level of formation of event management in the enterprise can be in the form of a petal diagram with a circle drawing of the level of such formation (Figure).
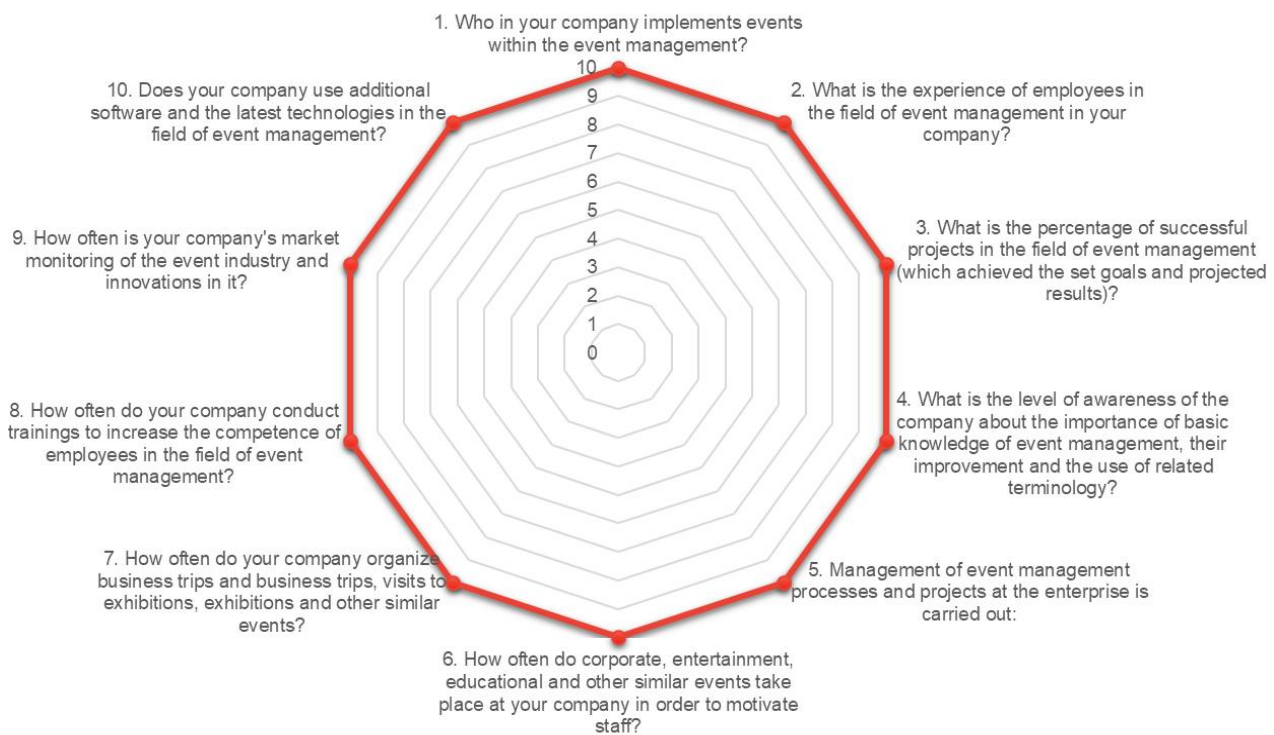
Circle of the level of formation of event management

Note: developed and proposed by the author.

At the formation level of event management, you can see which indicators of the scale "sag" are underdeveloped and require additional attention. Ideally, the figure will look like a circle, but it will take on non-classical elliptical or acute shapes in most cases. It will all depend on which area of event management did not meet the targets.

A comprehensive and targeted method for assessing the formation of event management at the enterprise, based on identifying a four-factor model of such assessment (areas of professional competence, maturity, event activity, and information technology component), allows for forming a set of appropriate evaluation parameters. Their integration to obtain a generalized assessment is quite simple to use. In addition, if necessary, we may supplement the list of these evaluation parameters.

We performed an application of the proposed comprehensive target method for assessing the formation of event management in the activities of several companies. As a result, the research obtained detailed information on the level of event management in enterprises. In particular, in the research process at the JV LLC "Trident Consulting and Investment" we found that the company is at the average level of event management with 60 points on the scale. It indicates the need for transformations of the event management system in the enterprise, change, and coordination of processes to achieve the desired results for the company. In particular, the company "failed" the most in the direction of the information technology component, with a possible 20 points, scoring only 4. It indicates that JV LLC "Trident Consulting and Investment" uses less than enough additional software and the latest technologies in event management to ensure maximum event management efficiency. The company should pay attention to this in the first place.

KLM Trans has shown unsatisfying results – the level of formation of event management is marked "low" with 28 points, respectively. Areas of construction such as managerial maturity and information technology components did not score any points due to their critical underdevelopment. We recommend that this company consider this when formulating an event management development strategy.

Thus, we can conclude that the proposed model efficiently works and can help identify the level of formation of event management and identify the most problematic areas that require maximum change and transformation.

Conclusion and prospects for further research

In conclusion, we should note that today event management remains in Ukraine completely unexplored but a bright object for research. With sufficient knowledge of event management processes and, most importantly, being able to determine the level of formation and development of event management of the enterprise, you can achieve goals faster and less costly. It will also help increase the profitability of the company in the future. The proposed four-factor model for assessing the formation of event management in the company allows for optimizing event management processes, saves money, and identifies promising areas of development, in particular, to clarify the specific situation of such areas as professional competence of employees involved in event management, management maturity, activities of the enterprise and the direction of the information and technological component of the enterprise concerning event management.

The four-factor model of assessing the formation of event management in the enterprise allows one to determine the level of formation of event management in the enterprise at a particular time and will serve as a basis for creating a system of measures and ways to develop event management in each company.

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МЕТОД ОЦІНЮВАННЯ СФОРМОВАНОСТІ ІВЕНТ-МЕНЕДЖМЕНТУ НА ПІДПРИЄМСТВІ

Розроблено модель оцінювання сформованості івент-менеджменту на підприємстві, яку взято за основу запропонованого комплексно-цільового методу оцінювання такої сформованості. Виокремлено чотири основні напрями (фактори) оцінювання сформованості івент-менеджменту на підприємстві: професійної компетентності працівників, залучених до івент-менеджменту, управлінської зрілості, івент-активності підприємства та інформаційно-технологічної складової підприємства щодо івент-менеджменту. Графічно проілюстровано рівень сформованості івент-менеджменту на підприємстві у вигляді пелюсткової діаграми із рисунком кола рівня сформованості. Емпірично досліджено та застосовано розроблений комплексно-цільовий метод на підприємствах різних сфер діяльності.

Ключові слова: івент-менеджмент; бізнес; діловий туризм; івент; сфера розваг; івент-планування.