

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY

School of Management and Business

Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

Relations between Ukraine and Poland. Prospects for the development of the event industry.

(based on **the National Palace of Arts "Ukraine"** case)

Bachelor's student of the 4th year study

Field of Study 29 – International Relations

Specialty 292 –

International Economic Relations

Educational program –

International Business

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Research supervisor



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Ph.D. in Economics

Annotation

In this thesis, we analyzed the event industry on the example of Ukraine and Poland. It was determined that the development of this industry was attracted by the Pandemic, however, even during the quarantine period, various online events took place that are part of the event industry. We also examined the activities of the Olympic Palace and analyzed its main activities and organization of events in particular. We have determined that for the effective organization of events, it is necessary to adapt innovative technologies that will increase processes and give results.

Keywords: event, organization of events, financial result, marketing activities, Coronavirus Pandemic

Аннотація

В даній дипломній роботі нами був здійснений аналіз івент-індустрії на прикладі України та Польщі. Було визначено, що розвиток даної індустрії був призупинений Пандемією, проте навіть у період карантину відбувались різні онлайн заходи, які є частиною івент-індустрії. Також нами була розглянута діяльність Палацу Україна та проаналізовані його основні напрямки діяльності та організація заходів зокрема. Нами були визначено, що для ефективно організації заходів потрібно застосовувати інноваційні технології, які пришвидшать процеси та дадуть результат.

Ключові слова: івент, організація заходів, фінансовий результат, маркетингова діяльність, Пандемія Коронавірусу

PHEE-institute «Ukrainian-American Concordia University»

**School of Management and Business
Department of International Economic Relations, Business and Management**

Educational level: **bachelor degree**
Specialty: **292 “International Economic Relations”**
Educational Program **“International Business”**

APPROVED
Head of Department Prof. L. Zharova

“ ” 202

**TASK
FOR BACHELOR'S QUALIFICATION WORK**

Vadym Shuldyk

(Name, Surname)

1. Topic of the work: Relations between Ukraine and Poland. Prospects for the development of the event industry (based on the National Palace of Arts “Ukraine” case)

Supervisor of the work Liubov Zharova, Dr of Sci in Economics.

(surname, name, degree, academic rank)

Which approved by Order of University from “22” September 2022 № 22-09/2022-2c –
International Business

2. Deadline for bachelor's qualification work submission “23” April 2023

3. Data-out to the bachelor's qualification work

Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.

4. Contents of the explanatory note (list of issues to be developed).

There are main topics a student should develop in this work:

Theoretical foundations of the concept and development of the event industry in the era of globalization

Analysis of the development of the event industry in National Palace of Arts «Ukraine»

Prospects for the development of the event industry in National Palace of Arts «Ukraine» in cooperation with polish partners

5. List of graphic material (with exact indication of any mandatory drawings)

Graphs and figures for analysis of economical and statistical information on the company and its development, visualization of mechanism of development, etc.

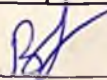
6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature	
		Given	Accepted
1	Liubov Zharova, Dr. of Sci. in Economics		
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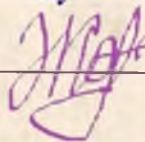
7. Date of issue of the assignment

Time Schedule

No	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	31.12.2022	In time
2.	II chapter	20.02.2023	In time
3.	III chapter	11.04.2023	In time
4.	Introduction, conclusions, summary	23.04.2023	In time
5.	Pre-defense	26.04.2023	In time



(signature)



(signature)

Conclusions:

Bachelor's work is done at a fairly high level and is devoted to the most relevant topics of international and intercultural business intelligence with adaptation for a specific enterprise. The assigned tasks correspond to the purpose and allow to reveal the content of the work in a logical way. Particular attention was paid to the analysis of marketing activities in the field of events in the National Palace of Arts, as well as to the analysis of market conditions of the National Palace of Arts "Ukraine" in the event. The developed recommendations can be presented to the enterprise. In general, the work was performed at a high level and deserved an excellent rating.

Supervisor



(signature)

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INTRUDUCTION

Event management is a set of activities that create mass and corporate events. The organization of events is beginning to be considered not only as a set of practical measures, but also as an independent scientific discipline. The ongoing separation has a close meaning of the concept of the event-industry, which includes the activities of planning, organizing, conducting and analyzing events, events, shows. It should be noted that the organization of mass events implies great responsibility and clear coordination of actions, since it is associated with activities in conditions of large crowds of people. Lack of thoughtfulness and miscalculations in the organization can lead to tragic results.

One of the main positive trends in the development of event services is Internet resources, where you can learn from the experience of developing, for example, foreign event services and improve domestic ones. In the future, unprofitable agencies will be forced out or absorbed by leading agencies, which gradually expand the range of services provided and improve their quality, which will increase the volume of the event sphere.

The purpose of the thesis is to analyze the cooperation of Ukrainian-Polish companies in order to organize cultural events.

In the course of the study, a number of tasks were set:

1. Determine the essence and main characteristics of the concept of the event industry
2. Explore the development of the global event industry as a promising business area
3. Determine the role of the event in the organization of international events
4. Conduct a general financial and economic description of the development of the National Palace of Arts "Ukraine"
5. Carry out an analysis of marketing activities in the field of holding events at the National Palace of Arts "Ukraine"

6. Analyze the situation in the National Palace of Arts "Ukraine" in the event industry

7. Determine the prospects for the development of cooperation between the National Palace of Arts "Ukraine" and Polish partners in the event industry

8. Carry out the cost-effectiveness of cooperation

The object of the study is the National Palace of Arts "Ukraine", and the **subject of the study** is the event industry and its organization in the National Palace of Arts "Ukraine".

The theoretical and methodological basis of the thesis is the scientific works of domestic and foreign economists devoted to the problems of the event industry.

The following **research methods** were used in the thesis work: the method of comparative analysis and the method of logical generalization, system-structural analysis (about the study of the concept of the event industry); analytical method and method of comparative analysis (when they analyzed the activities of the National Palace of Arts "Ukraine"); multivariate analysis, (use in determining the main directions for improving management).

Materials used in writing the thesis qualification work: special and reference literature, information publications, information on the Internet.

The structure of the thesis qualification work: introduction, two parts (theoretical and analytical), conclusions and suggestions, a list of sources used and applications. The total amount of work is 69 pages.

Chapter 1. Theoretical foundations of the concept and development of the event industry in the era of globalization

1.1. The essence and main characteristics of the concept of event industry

Event management is a set of activities that create mass and corporate events. The emergence of a separate term "event" and the entire conceptual apparatus of this scientific discipline in the world occurs at the end of the 20th century [1]. The organization of events is beginning to be considered not only as a set of practical measures, but also as an independent scientific discipline. The ongoing separation has a close meaning of the concept of the event-industry, which includes the activities of planning, organizing, conducting and analyzing events, events, shows.

It should be noted that the organization of mass events implies great responsibility and clear coordination of actions, since it is associated with activities in conditions of a large crowd of people. Lack of thoughtfulness and miscalculations in the organization can lead to tragic results.

One of the main positive trends in the development of services is Internet resources, from where you can learn development experience, for example, foreign event services and improve domestic ones. In the future, unprofitable agencies will be forced out or absorbed by leading agencies, which gradually expand the range of services provided and improve their quality, which will increase the volume of the event sphere.

"Event" as a category began to be actively used in the Ukrainian scientific literature in the last ten years, and it reflects the nature of a certain event, which is perceived individually by everyone who perceives and experiences it. By semantic meaning, this term has a number of interpretations. For example, R.F. Dzhany, one of the leaders of the well-known park entertained by Walt Disney, interprets it as follows: "Measures are something that differs from ordinary life" [2, p. 41]. Dr. J. Goldblatt is sure that "an event is a unique period of time spent using rituals and

ceremonies to meet special needs" [3, p. 34]. A. Shumovich notes that "an event is a type of human activity that involves the meeting and interaction of different people, limited in time and associated with the implementation of common goals" [4]. B. Ritzse put it this way: "I can't remember a measure that would not have become an event. Others I have forgotten everything" [5, c.410]. These words perfectly convey the connection between a certain event and an event. Passing from measures to a genuine event, they cause special experiences and raise the level of the received emotions [6].

One of the goals of event management in a commercial organization is to create a cohesive team of employees. First of all, the organization of corporate measures is subordinated to this goal. The management of organizations realized how important it is to work with people, because as a result of painstaking work with this resource, it becomes possible to ensure the highest quality performance of their duties by employees. Employees should positively perceive the corporate culture of the organization, its values, share them and become a family. Hosting events for employees can go a long way in solving this issue. Efficiency and loyalty increase significantly when an employee realizes that it is for him, and not just for consumers, that the budget for events and holidays is allocated. As a result, as well as a result of the training, the socio-psychological climate in the team improves and its cohesion increases [31].

In its interpretation, event management includes two main aspects: first, the use of special measures to achieve various corporate and public goals; secondly, they are considered as separate business projects. In a broad sense, the concept of event in modern management means any gathering of people with a specific purpose, and the scope of the event industry includes the organization of any event, from concerts of world stars, business events to private parties and weddings. In addition to the concept of "event", most foreign sources include the concept of "special event" (special event). The special event has a number of characteristics [32]:

- It is always planned in advance;
- As such important properties as uniqueness and beyond the ordinary.

In the work of Kh. Mikhailichenko [7], an event is understood not just as an event, but as an exceptional event. The author points out that event means transforming the event with the help of external effects into something completely exceptional from the point of view of visitors. The scope of event management or event management includes questions regarding what makes a real event and how the event is managed, how it is planned and consistently carried out.

To refer to events organized by commercial firms, the international dictionary of event management offers the term "corporate event", which refers to an event financed by a company to achieve certain goals and objectives, such as entertaining customers, introducing or promoting new products or services. providing training for employees along with other goals [8, p. 19]

Today, event management is most often seen as a separate element of the company's promotion strategy, but as part of PR activities. Event management refers to the organization of individual events, such as corporate holidays or press conferences for the media.

In the expert-analytical report of the Association of Managers, the holding of a special event is also considered as one of the main activities in public relations [33].

In foreign sources, event management is understood more widely than in domestic ones, it is referred to as a strategic marketing tool, marking the event in the process of communication with customers and other target audiences of the company, the so-called stakeholders. By holding special events, a company can successfully convey 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 holistic event-policy of the company, which combines disparate measures into a single system to achieve the chosen goals. The general goals and objectives that an event manager faces when organizing a specific event determine such parameters as the format of the event, the budget of the event, and the duration of the project. [8, p. 19]

The most common purposes of holding an event for companies that do not specialize in organizing events are:

- 1) Creation or maintenance of the necessary image of the company;
- 2) Increasing the loyalty of the target audience, brand awareness and, as a result, increasing sales;
- 3) Increasing awareness of the company, product, services.

Thus, the event is primarily aimed at achieving the marketing goals of the company. Making a profit from the event is not the primary goal, although it is possible (for example, attracting a sponsor, organizing additional paid services). Such events can be designated by the term "non-commercial event", which is an important event management tool for creating a positive image of the company.

The next one considers the classification of event management measures according to the principle of the goals set by the company and the result obtained (table 1.1). This approach is often used in practice, since a perspective vision of the desired result always has a positive influence on the choice of activities. [9, p. 11]

Table 1.1

Classification of event management activities

Event type	Results for participants	Results for organizers
For the press, press conferences, press tours	Obtaining up-to-date and reliable first-hand information	Attracting the attention of the press, publications, company positioning, anti-crisis actions
Field events, presentations, sales promotion events	Receiving information about new products, obtaining special conditions for purchases	Increasing sales, increasing customer loyalty, attracting new customers
Entertaining corporate holidays, intra-corporate holidays for the development of team spirit	Entertainment, communication, strengthening the team	Increasing employee loyalty, attracting media attention
Solemn banquets, receptions, anniversaries, receptions	Formation of traditions, communication, maintenance of status	Increasing your own status
Charity dinners, concerts, fundraising events	Opportunity to help those in need	Demonstration of social responsibility, attracting media attention

Continue table 1.1

Mass, city holidays, festivals, exhibitions, concerts	Entertainment, communication	Attracting sponsors, supporting culture, demonstrating social responsibility
Sport competitions	Recognition of achievements, entertainment	Mass indirect advertising, attraction of tourists, demonstration of social responsibility

Source: [8-9]

An important feature of this approach to classification is also the fact that the events of event management allocated to a separate article of the classification are intended for printing.

Thus, event management is primarily a tool for marketing communications. Understand this concept should be broader than just the organization of events. Event management activities are aimed not only at promoting the goods and services of the enterprise, but also at itself. Event management allows you to form the image of the enterprise, customer loyalty, attract new partners [34]. The range of application of event management tools is quite wide, event management is a promising area that allows companies to increase the level of competitiveness in the market, increase profits and the level of customer and partner loyalty.

1.2. The development of the global event industry as a promising direction of business

Event management is also of great importance for the consciousness of the positive style of the country. One of the most productive steps in this direction, applied all over the world, is the organization of spectacular sporting events. Event management seeks not only to increase the entertainment of the event, but also to extract material benefits for the organizers at the expense of spectators and sponsors. To do this, managers have to turn a sporting event into a whole show performance in order to increase the interest of spectators and sponsors.

Next, we propose to explore the global inventory industry through the analysis of cash receipts from ongoing events (see Fig. 1.1)

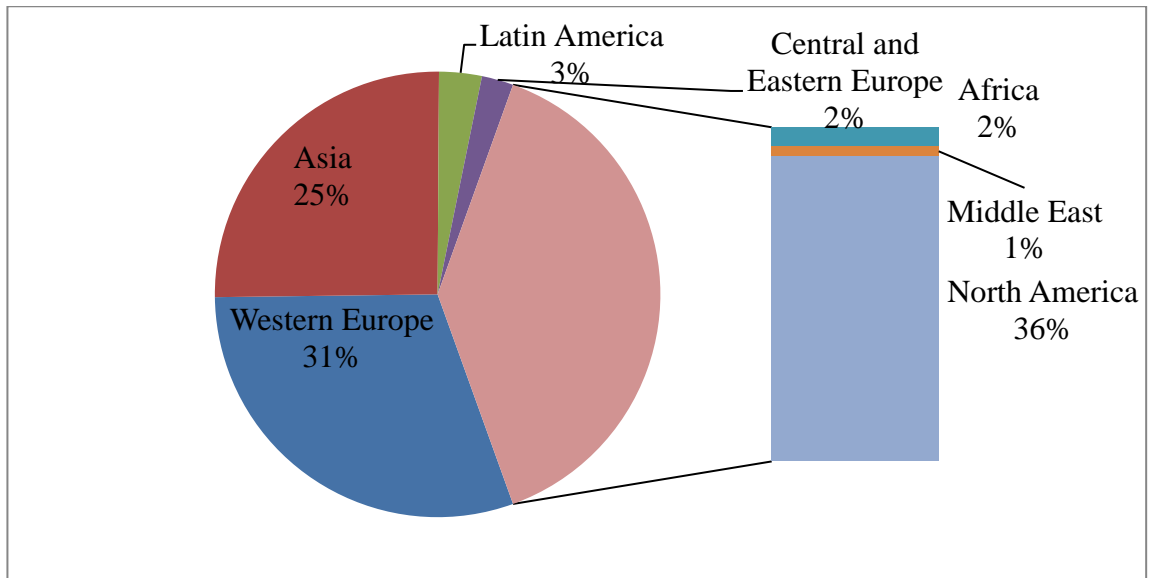


Figure 1.1 - Structure of the international event market in terms of cash receipts from ongoing event measures, %

Sources: compiled by the author based on [10]

As can be seen from Figure 1, the countries of North America have the largest income from events (36%), which were among the first to start the event industry as one of the most profitable measures and successfully implement it. The next are Western Europe with a share of 31% and Asia - 25%, which are a worthy competitor to North America in terms of the profitability of event events.

According to the Event Industry Council, the ranking of countries with the most direct contribution of business events to GDP in 2020 included: the United States of America, China, Germany, Great Britain, Japan, Canada, Italy, Australia, France, Mexico (tab. 1.2).

Table 1.2

Top 10 countries in terms of the impact of business events on the economy

Rank	Country	Revenues, bln USD USA	Contribution to GDP (direct impact), billion dollars USA	Number of participants, thousand units	Number of employees, thousand people
1	USA	325	184,2	252600	2489
2	China	132,4	87,8	213816	1844
3	Germany	123,7	71,4	149796	997
Continue table 1.2					
4	Great Britain	92,6	51,5	120164	774

5	Japan	61,1	32,4	95493	374
6	Canada	33,1	19,3	49538	229
7	Italy	32,5	17,7	56410	250
8	Australia	30,1	15,2	41755	193
9	France	28,6	14,6	44537	192
10	Mexico	25,4	18,1	31359	516

Source [10]

The most popular business events are conferences and exhibitions. In 2020, they accounted for 23% of the business event market in North America and 20% in Europe. The second place in terms of the number of business events is occupied by trainings and other educational events for employees: 20% in North America and 17% in Europe. One of the most effective ways to encourage employees is incentive tours, which account for 11% of business events in North America and 9% in Europe [11].

The ranking of European cities by the number of business events held includes: London (Great Britain), Barcelona (Spain), Berlin (Germany), Amsterdam (Netherlands), Paris (France), Madrid (Spain), Frankfurt (Germany), Rome (Italy)), Munich (Germany), Prague (Czech Republic) [11].

According to a survey conducted in 2020 by the Event MB online platform, 89% of employees in the event industries are completely satisfied with their profession; and their average annual salary is 65.16 thousand dollars. USA in New York (USA) and 26.1 thousand pounds in London (UK) [11].

This indicates that the event industry is a powerful and rapidly growing sector of the economy that needs qualified personnel. The development of the event industry has contributed to a significant demand for formal education, in particular for educational and training programs in event management [35].

In the 90s of the twentieth century in the universities of the USA and Great Britain there are training courses on event management in the specialties: tourism, hospitality and leisure. Since 2004, the Association for Events Management Education (AEME) has been founded in the UK. According to the British academic

classifier of educational programs JACS (Joint Academic Coding System), "Event Management" is assigned code N 820 [9].

The online platform Studyportals presents 235 bachelor's (bachelorsportal.com) and 108 master's programs (mastersportal.com), the subject of which is event management. It is worth noting that only higher education in the UK presented 125 bachelor's and 54 master's programs. The leaders in the number of educational programs in event management are the USA, Australia, Canada, Germany and France [12, 13].

The presented educational programs according to their name and content can be divided into several groups [36]:

- Focused on training specialists in organizing and promoting events of various types. Usually this is "event management" or "international event management";
- Are aimed at the inventory of a certain subject - sports, business, cultural. For example, De Montfort University (Great Britain) offers the program "Cultural Event Management", KEDGE Business School (France) - "International Sports and Event Management";
- Those studying event management in the context of tourism. In particular, "Strategic event management and tourism management" at the SKEMA Business School (France); "Tourism and Events" at Flinders University (Australia); "Business tourism and event management" at the Tourist School of Barcelona "Euroaula" (Spain); "International tourism, hospitality and event management" at the Berlin School of Business and Innovation (Germany)[11].

So, educational programs in event management are often considered in conjunction with tourism, but due to such synergy, they become more and more attractive to consumers of educational services. Table 1.3 shows the content of master's educational programs that combine event management and tourism, implemented at leading universities around the world.

Table 1.3

Master's educational programs in event management in tourism

Name	Institution, country	Educational Components
Tourism and inventory	Flinders University, Australia	Opportunities for innovative and creative thinking; design and management of festivals and events; tourism research methods; image of the destination and tourism; tourism business planning; problems of modern tourism
International tourism, hospitality and event management	Berlin School of Business and Innovation, Germany;	Hospitality Strategic Marketing; operational management of hospitality; research methods; cross-cultural management; event management; entrepreneurship in tourism and event industry; management of international projects; business solutions for hospitality and events; leadership development program
	University of Hertfordshire, UK	Marketing and technology for tourism, hospitality and events; people management for the tourism, hospitality and events industry; research methods in the field of tourism, hospitality and events; crisis, risks and resumption for tourism, hospitality and events
Tourist management of festivals and events	Thompson Rivers University, Canada	Fundamentals of tourism; marketing and customer service; environmental problems of tourism; tourism policy and planning; tourism research; event tourism; cultural events; event logistics
International leisure, tourism and event management	NHL University of Applied Sciences Stenden, Netherlands	Theoretical foundations of leisure and tourism; quality of recreation and tourism; planning policy and the future of leisure and tourism; critical issues of hospitality and tourism; team building in tourism and events
Tourism and event management	Midway University, USA;	Business law; financial management; strategic marketing management; global business; analytics; tourism industry; destination branding; event management
	University of the West Indies, Barbados.	Strategic planning and management; research methods for business and social sciences; tourism destination management; strategic marketing for tourism and hospitality; sports and event management; event management; human resource management
Management of international tourism and events	University of Klaipeda, Lithuania	Event management and innovation; methodology for researching events in tourism; tourism policy and corporate governance; tourism destination management

Source: [12, 13]

The effectiveness of educational programs in event management depends on the ratio of theoretical knowledge and practical skills. The content of educational

programs in event management is determined not only by the requirements of the labor market, but also by the constant increase in the number of events and their diversity. The prospects of the profession "event manager" are justified by the versatility of the event industry, which allows a graduate of the educational program to find himself in one of its sectors - from organizing conferences and exhibitions to music festivals, private events and incentive tours [37].

The global crisis caused by the COVID-19 pandemic could not but affect the event industry due to quarantine restrictions. Events (award ceremonies, conferences, trade shows, concerts, festivals, etc.), in particular the Summer Olympic Games, Eurovision and the Cannes Film Festival, have been postponed to the next period. Some inventory was carried out online. First of all, these are corporate events (meetings, meetings, presentations) and educational events (webinars, online schools, conferences). A new event format has also appeared - an online wedding.

The exit of the event industry from the crisis situation depends on several factors. The main factor is the effectiveness of measures to contain the spread of the virus and avoid a second wave of COVID-19, as well as the development and availability of a vaccine. Experts do not know how quickly after the end of the pandemic, the habit of participating in events will return to people. First of all, it is connected with fear for one's health. Also important is the impact of lower incomes and savings among consumers of event services due to the global economic crisis. You should not count on the fact that the event industry will immediately return to its pre-crisis state. For example, software maker Microsoft plans to hold all internal and external events only online until July 2021. However, private events (weddings, parties, and birthdays) with a limited number of people, sports competitions without spectators, as well as entertainment open events are gradually starting to resume air events (outdoors). Thus, the Ukrainian group "BEZ RESTRICTIONS" held open-air concerts in the "safe car concert" format, during which the audience was in their own cars. The musical group "Green Gray" laid the foundation, and some Ukrainian performers continued holding vertical concerts in the Bratislava Hotel (Kyiv) on the

stage, which was located on the roof of one of its buildings, and the audience watched the concert from the balconies of the hotel rooms in compliance with all quarantine rules [38].

Ukraine allocates significant funds from the state budget for the development of sports and promotes participation in sports competitions, which directly affects the number of sports competitions and, accordingly, their organization. A vivid example of the development of event management in the sports industry of Ukraine is the millions spent on holding these events, which were carried out both at the expense of the state and local budgets of cities (Fig. 1.2).

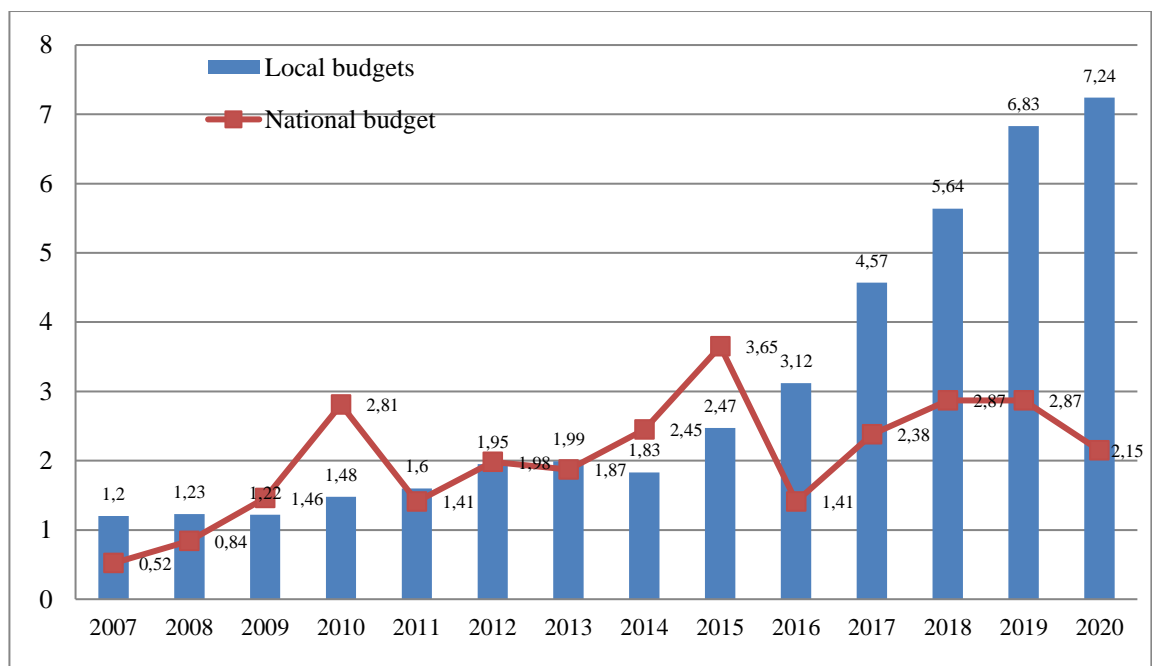


Figure 1.2 - Budget expenditures on sports and culture in Ukraine for the period 2011-2020, mln hryvnia

Source: compiled by the author based on [14]

Figure 1.2 shows that the amount of budget expenditures for the development of sports in Ukraine in 2020 increased six times compared to 2007, which means the wild popularization of event management as one of the key components of modern sporting events.

With the help of large-scale events, Ukraine gets the opportunity to position itself in the global community at a high level. The holding of major sports

competitions in Ukraine in recent years has raised event management to a new level. The 2012 European Championship contributed to the fact that thousands of Ukrainians received additional skills in preparing and holding major tournaments (skills of volunteers, stewards, etc.) [39]. These sports events showed the world what a high level of event organization Ukraine can provide. Also, do not forget about boxing fights, which develop the sphere of event communications and help managers get an unforgettable experience in working at the international level and transfer this experience to Ukrainian practice. Thanks to event management, professional sports become part of show business, capable of gathering full spectator stadiums and generating significant profits [15].

Determining the features of the regional structure of the international market for business events, as well as the world experience in training personnel for the event industry, will contribute to the further development of the methodological foundations for planning the activities of this promising sector of the economy for Ukraine, the creation of socio-economic mechanisms, and the restoration of the event industry after the crisis caused by the pandemic COVID-19.

1.3. The role of the field of events in the organization of international events

So, we have determined that innovative technologies play an important role in the formation and implementation of international events. Before proceeding to the study of the features of international events, we propose to investigate the total costs of digital marketing carried out by international companies (see Fig. 1.3) [16].

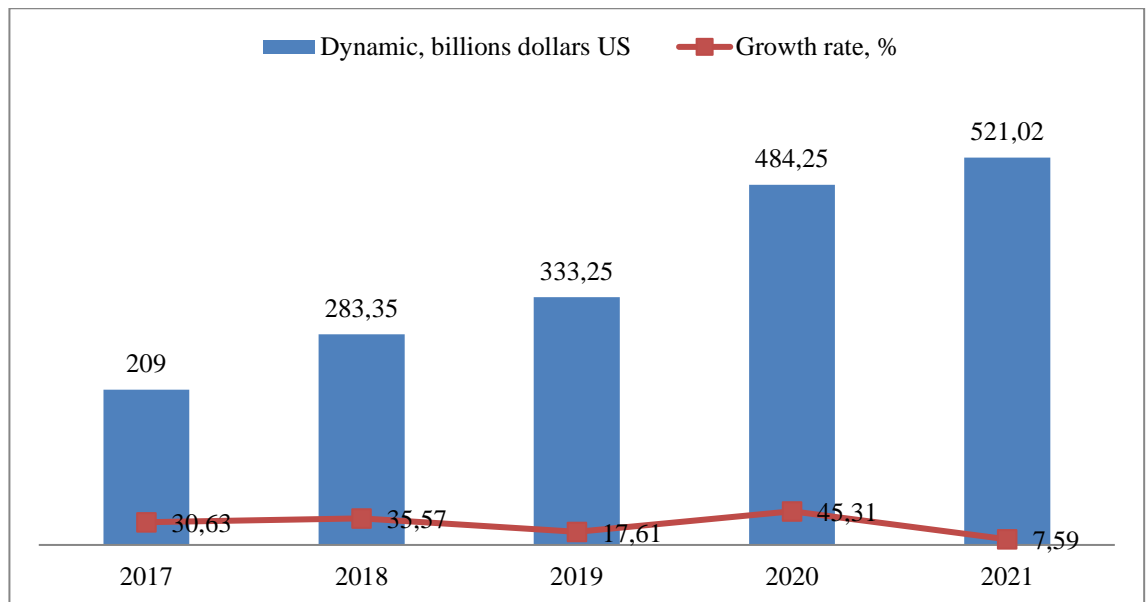


Figure 1.3 - Dynamics of costs for marketing activities for the period 2017-2021

So the dynamics of the costs of marketing activities is growing in direct proportion to the growth of the needs of both customers and the market. Indeed, today we cannot imagine the existence of any company without the use of digital marketing tools to promote their services or organize various events [40].

Currently, the sports event industry is entering a new stage of development, when providing entertainment and creating unforgettable emotions among consumers is a necessary condition for the success of the event. Increasingly popular are events that use innovative approaches aimed at achieving the so-called. "WOW-effect", as well as long-term preservation of positive emotions after the event. Studying modern media trends and following the latest trends helps event organizers find effective solutions to identify and attract the target audience [17, 18, 19].

The following systematizes the latest global media trends, the use of which allows you to cover the entire range of interests of the modern audience, keep the consumer in focus and 360-degree coverage [41]:

1. AR (augmented reality - augmented reality). Digitalization and technologization are becoming an overarching trend in sporting events. Despite the fact that we are at the initial stage of development of augmented, virtual and mixed

reality, there are examples of events where organizers implement these technologies. The most common for sports events is augmented reality. For example, where fans can take selfies with sports stars, record a video message for them, applications have already been developed using AR that display each player's data on the field, including their errors, percentage of the field, and statistics when fans point their phones on the field, being participants in the process. For example, in baseball, at the moment of impact, a mark appears on the screen that tracks the speed and trajectory of the ball, the angle of inclination, height and distance. The “connectedness” of the fans opens up new possibilities and encourages the organizers to use modern technologies even more actively.

2. 3D mapping, video mapping. Currently, it is these areas of sports shows that are developing at the fastest pace, gaining thousands of fans every day, 3D mapping or video mapping is projection shows, the creation and projection of 3D images on relief, three-dimensional surfaces: a field in a stadium, specially created structures, almost any moving or stationary objects. They differ from ordinary light shows in the volume of images and the use of a projector instead of a laser.

3. The mutual influence of the entertainment industry and sports is becoming more intense. Musical performances and shows are an integral part of the holiday at sporting events. The search for synergy from the combination of two mass entertainment formats is still important. For example, 16% of Americans attended a music event associated with a sporting event, but 46% of them did not attend the sporting event itself [42].

4. Live sporting events are increasingly being watched on social media and over-the-top channels. The over-the-top system allows you to use legal services, regardless of which Internet provider you have. It is a method of providing video services over the Internet. The term "over-the-top" means the delivery of a video signal from the content provider to the user's device (set-top box, computer, mobile phone) via data networks, often without direct contact with the telecom operator. In most cases, the same service allows you to watch videos where it is more convenient for you now: on a smartphone, tablet, computer or TV. Viewing content through the

OTT channel will become more and more attractive with the expansion of opportunities and platforms. All market players, especially content rights holders, will be able to monetize this trend.

5. Social responsibility becomes an integral part of sport. From supporting local communities and caring for the environment to maintaining high ethical standards in the performance of work by both sports officials and the athletes themselves, the audience pays attention to the social effects that the sports business has on society.

6. Growing popularity of video content. It is video that becomes the main source of information delivery to the audience, gradually replacing other formats. The video and photo format allows brands to deliver exclusive entertainment messages to the end consumer and achieve greater fan engagement. Facebook users watch 100 million hours of video every day, which is more in demand (62% on average) than photos [43].

7. Data and CRM systems become the basis of relationships with fans. A personalized approach not only makes it possible to provide certain segments and even individuals with content tied to their interests, but also opens up the possibility of monetizing relationships through the “smart stadium” system. You come to the stadium, download the application, register, fill in the field with your seat number, and new opportunities open up for you, for example, order souvenirs, deliver food and drinks directly to the spectator seat. And in the future, with data on consumer preferences, organizers can better think through activations and run more effective advertising campaigns.

Thus, after analyzing the latest global media trends in the field of sports events, the following features can be distinguished [44]:

- application of the latest technologies: from virtual reality to artificial intelligence;
- selection of non-standard formats of events in covering the viewer at 360 degrees and involving the participants of the event in the ongoing action;

- shifting the focus of broadcasts from television to popular Internet sites and social networks;
- Strengthening the aspects of social responsibility of the participants, taking into account the specifics of the events;
- a more detailed study of consumer preferences through the release of the event in the online application.

In conclusion we would like to describe organization of Olympic Games as the bigger event in the world [45].

A sports spectacle is distinguished by the visibility of what is happening. Everything is decided in front of the audience. The fact that in a sports competition the result is unknown in advance and the exact result cannot be predicted makes it highly spectacular. It is known, for example, how the broadcast of competitions on television plays in the recording when their results are already known. The entertainment of sports is an important condition for its existence and development, as it determines the wide public interest in sports [20].

The subjective factors influencing the organization of the Olympic Games by the managers include: the venue of the competition; behavior of fans and spectators; equipment of the competition venue; the nature of the judging; behavior of coaches. Specialists with various related competencies should be involved in the management of sports events: organizing a sports show, implementing ticket programs, sports marketing, etc. From the point of view of sports competition management, an interesting approach to the structuring of a sports competition is offered by M. Tomic. The author proposes to consider the participants of the inner world and the outer environment of a sporting event. Participants in the inner world of the event are athletes, coaches, teams, competition organizers and, of course, the sports audience. They are considered direct participants in the event - an event of a sports and competitive nature. Participants in the external environment of the event are sponsors, media, advertising agents, business partners, etc. They are considered to be indirect participants in a sports and competitive event and, together with others, give the event a commercial and marketing character. An important role in the

organization of Olympic events is played by managers who are constantly looking for promising athletes, as well as promoters - organizers of the show.

It should be noted that the organization of sports competitions in professional sports requires a special approach in terms of market relations and the event management system.

The main principle of sports marketing is focusing on the effective satisfaction of demand (economic aspect) and interest (social aspect) of specific target groups of the sports industry [21]. Therefore, when preparing and holding the Olympic Games, organizations must comply with the rules according to which the viewer wants to see the performances of the stars and their comrades, and not to contemplate the leaders and managers.

For the viewer, the main character (product) is an athlete. The work of management must be effective, but invisible. The main task of the event manager is to prepare the competition itself in such a way, to carry out all the accompanying procedures, so that the spectators can and want to enjoy visiting these sporting events.

The Olympic Games are a separate event, with the specifics and features of a managerial and organizational nature peculiar only to this event. Only with constant contact and productive cooperation between event managers and animators of the entertainment part of this spectacle, it is possible to achieve the overall effectiveness of the event in terms of economic results and social indicators.

Also, for the success of each event, its appropriate advertising support and coverage of the main events and results in the media is necessary. At all stages of preparation and implementation of activities for each of the listed parts, it is advisable to use classical methods of management, taking into account the industry specifics of organizational and managerial decisions [46].

Each management function in the field of event management can be associated with one or more groups of management decision-making methods (Table 1.4).

Correspondence of management functions and methods of making managerial decisions in the field of organizing events

Control function	Methods for ensuring managerial decision-making
Forecasting the need for events with division into territorial and client segments	Diagnostic methods (collection of information through questionnaires, interviews, focus groups) Expert methods (preparation of options for the characteristics of proposed decisions by a group of competent specialists)
Planning activities for holding events, taking into account the characteristics of territorial, client and target segments	Decomposition methods (presentation of a comprehensive plan broken down by individual activities) Simulation modeling (decision making based on the analysis of models with the choice of a reasonable compromise in the values of different criteria)
Organization of events taking into account the peculiarities of territorial, client and target segments	Expert methods (implementation of decisions made by a group of competent specialists with a choice of resource support options) Project management methods (quality, time, budget, personnel, risks, communications management)
Control of the schedule of preparation and holding events	Diagnostic methods (collection of information through field observations and analysis of reports)

Source: compiled by the author

Effective development of the event management sphere, in our opinion, is impossible without the phased introduction of these types of interventions. Carrying out diagnostic measures is necessary to determine the current state of companies present on the market. They are based on a combination of traditional methods of collecting and analyzing information with the involvement of experts for evaluation.

It is rational to carry out consulting activities already on the basis of the results of diagnostics of the state of individual companies and the market as a whole. Specialized consulting organizations help client companies to adequately assess the identified positive and negative aspects and develop an action plan for managing quality, time, budget, personnel, risks, and communications in order to increase the efficiency of providing services in the field of event management. Effective personnel management involves the implementation of team building and group work measures aimed at improving interaction between employees of different departments. Educational and training activities are a necessary part of the process of professional development and training of employees of companies operating in

the field of event management, development and implementation of new technical and technological solutions.

One of the significant arguments in favor of using organizational development methods in conjunction with project management methods is the potential for improving the efficiency of the event management sphere, including the effectiveness of interaction between the sectors of providing events with premises, equipment and transport, service personnel, advertising support, safe conditions for participants and guests, trade and catering services.

First of all, it should be noted that efficiency in this case can be considered from three sides: from the side of consumers of services in the field of organizing events, from the side of the organizer and from the side of the budget of the territory where the events are held (see Fig. 1.4).

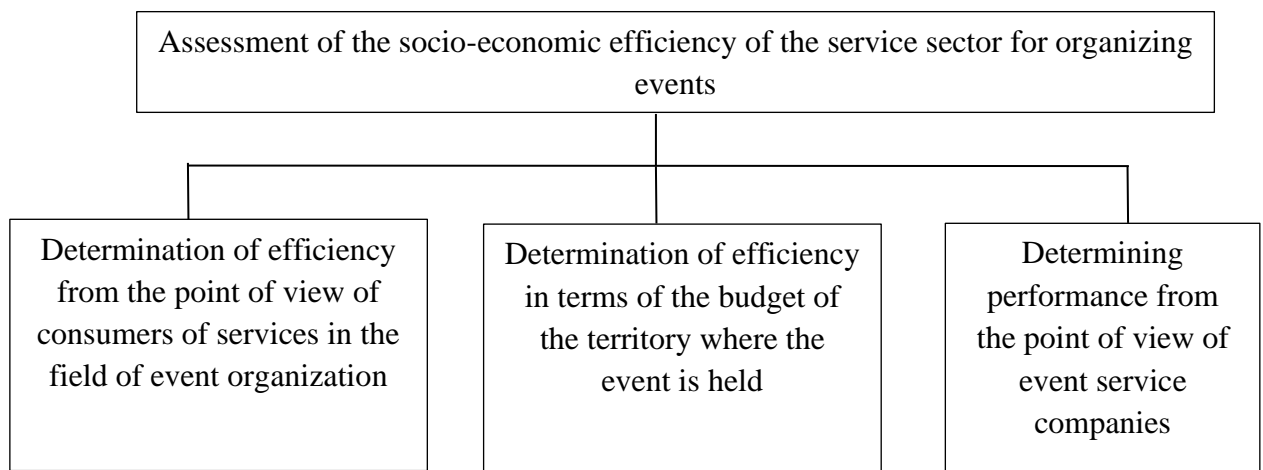


Figure 1.4 - Approaches to assessing the effectiveness of the service sector for organizing events

Source: compiled by the author

Regardless of from which side efficiency is considered, it is advisable to speak not just about economic indicators, but to act from the standpoint of a broader approach, including the calculation of socio-economic efficiency in the evaluation criteria.

Cost items for organizing events are provided for in the budgets of different levels, from local to state. Activities carried out at each level at the expense of budgetary funds differ in scale and, accordingly, the potential for budget savings. Improving the functioning of the sphere of organization of measures allows us to expect significant benefits both at the level of individual companies, territories, and at the country level.

The results obtained create additional opportunities for managing the processes of organizing sports events and describe the trends that should be relied on in order to get a deeper involvement of the audience in the event and leave a good impression after attending the event. Obviously, the practical application of the approaches presented in the work will be able to bring any organizers of event events to a new level and will increase their competitiveness as an event tourism destination.

Chapter 2 Analysis of the development of the event industry in National Palace of Arts «Ukraine»

2.1. General financial and economic characteristics of development of National Palace of Arts «Ukraine»

The National Palace of Arts "Ukraine" is the largest concert and art institution in Kyiv and Ukraine, the main venue for concerts and political events in the capital. Legally subordinate to the State Administration of Affairs.

The National Palace of Arts "Ukraine" is located in the Pechersky district of Kyiv on Velyka Vasylkivska street, 103, not far from the metro station named after the palace - "Palace of Ukraine".

The palace was built in 1965-1970 on the site of the former Vladimir market, on Bolshaya Vasilkovskaya Street, which was moved to a neighboring street.

Project architects: E. A. Marinchenko, P. N. Zhilitsky (laureates of the State Shevchenko Prize in 1971), I. G. Vainer, engineers: P. Bulaevsky, V. Sidorenko.

Interior designer: architect I. I. Karakis. The main design organization is the state design institute "Kyivpromstroy".

Designed primarily as a venue for congresses of the Communist Party of Ukraine (for example, the Palace of Congresses in the Kremlin in Moscow), as well as a concert hall. Solemnly opened April 17, 1970 to the 100th anniversary of the birth of V. Lenin.

In 1996, a major overhaul was carried out, a new press center was built. In 1998, the palace received the status of "National".

1996 included in the list of monuments of architecture of Ukraine (GRNPU).

The construction was initially carried out "underground", since the top party leadership was aware that they would not receive official permission from Moscow to build a palace of this magnitude in Ukraine.

Changes were made to the initial design of the palace - the number of seats was reduced so that it would not exceed the number of seats in the Kremlin Palace of Congresses in Moscow.

The palace was built in the shape of a trapezoid and contains more than 300 rooms, different in size and function. Its dimensions:

- 50×80×90 m
- height: 28 m
- volume: 152 thousand m³

Main concert hall

The auditorium was created in the form of an amphitheater with one tier of a balcony, designed for 3714 seats.

Inner dimensions:

- length: 54 m
- width: 48 m
- height: 18 m
- small hall

A multifunctional hall that allows you to hold events of various formats and plans:

- Area - 280 m²
- Wall - 8×4 m
- Capacity - 240 seats
- Hall formats

Concert hall: concerts, performances, solo performances, award ceremonies, presentations of creative evenings, graduation parties.

Press centre: press conferences, meetings, business meetings

Pavilion: photo sessions, exhibitions, presentations

Ring: performances, sports competitions, master classes

Banquet hall: banquets and receptions with a concert program, presentations

The first big event was the 42nd Miss Europe 1997, which took place on September 6, 1997.

Such world-famous performers performed on the stage of the palace concert complex: Dmitry Gnatyuk, Anatoly Solovyanenko, Luciano Pavarotti, Jose Carreras, Montserrat Caballe, Christina Aguilera, Enrique Iglesias, Sofia Rotaru, Lana Del Rey, Gary Moore, Vanessa Emma Shaplin, Nightwish, Scorpions, Toto Cutugno, Thomas Anders, Julio Iglesias, Hugh Laurie, Chris Rea, Alessandro

Safina, Ennio Morricone, Yanni, Paco de Lucia, Mireille Mathieu, Sting, Patricia Kaas, Arash, Helena Yosef Lord, Keiko Matsui, Okean Elzy, Michael Bolton, Seale, Serj Tankian, Il Divo, Ringo Starr, Carlos Santana, Steve Way, Joe Satriani, Steve Morse and others.

For a long time, from 2001 to 2005, the palace was headed by Sedun Mykola Vasilyevich, Honored Worker of Culture of Ukraine.

1998-2001: general director-artistic director Andrianov Viktor Mikhailovich.

The director of the palace from 2005 to 2010 was Nikolai Mozgovoy.

Since February 8, 2013 - General Director Kulinyak Mikhail Andreevich. Violetta Mozgova, the widow of Nikolai Mozgovoy, long-term general director of NP Ukraine, has been appointed artistic director.

Since 2014 - General Director and Artistic Director Inna Kostyria.

The supreme governing body of the company is the general meeting of participants, they consist of the owners or representatives appointed by them (Fig. 2.1).

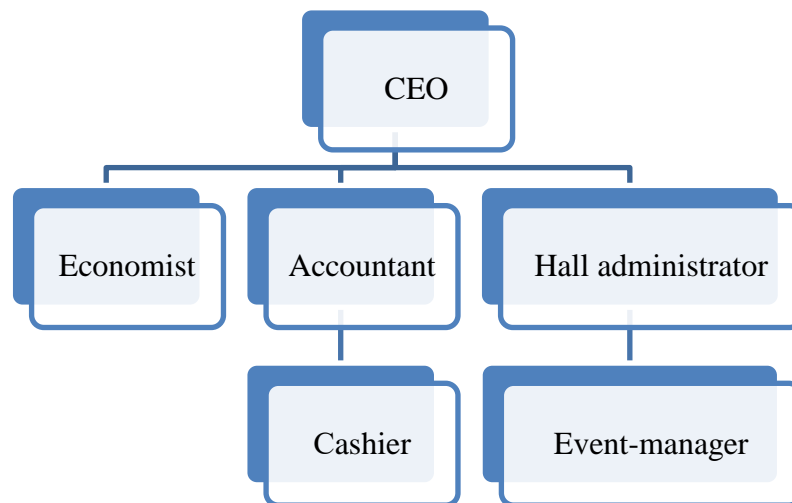


Figure: 2.1 Organizational structure of management of NATIONAL PALACE OF ARTS «UKRAINE» [22]

Analyzing the financial results of the National Palace of Arts "Ukraine" (Table 2.1) during the study period, there is a significant increase in the cost of production against the backdrop of an increase in sales volumes due to an increase in transport costs, labor costs, advertising, equipment, etc. During this period, the volume of product sales in 2021 increased by 1.3 times compared to 2020. Positive dynamics

is characterized by the net financial result of net profit, which during the study period was profitable.

Table 2.1

Key indicators of financial and economic activities of the National Palace of Arts "Ukraine" for the period 2019-2021, UAH thousand

Indicators	Year			Change (+,-)		Change, %	
	2019	2020	2021	2020/ 2019	2021/ 2020	2020/ 2019	2021/ 2020
Net revenue from sales of goods	124514	88000,8	116205	-36514	28204,3	70,68	132,1
Cost of sales	118293	83065,2	107112	-35228	24046,4	70,22	128,95
Gross profit (+) or loss (-) of the accounting period	6221,4	4935,6	9093,5	- 1285,8	4157,9	79,33	184,24
Financial results from ordinary activities	4572,8	4035,2	1203,3	-537,6	-2831,9	88,24	29,82
Net profit (+), loss (-)	4572,8	4035,2	986,7	-537,6	-3048,5	88,24	24,45
Average number of full-time employees, pers.	35	34	35	-1	1	97,14	102,94
Average salary, thousand UAH.	6200	6500	7200	300	700	104,84	110,77
Accounts receivable thousand UAH.	1791,1	2907,5	1497	1116,4	-1410,5	162,33	51,49
Accounts payable for products by the end of the year, thousand UAH.	6823,1	2556,2	1567,9	- 4266,9	-988,3	37,46	61,34
Retained earnings (+), uncovered loss (-), thousand UAH.	12429	16464,2	15260,9	4035,2	-1203,3	132,47	92,69

Source: developed by the author according to the National Palace of Arts "Ukraine"

Next, we examine the main indicators of profitability of the National Palace of Arts "Ukraine" over the past 3 years (see Table 2.2)

Table 2.2

Dynamics of profitability of the National Palace of Arts "Ukraine" for the period 2019-2021

Indicators	Year			Change (+,-)		Change, %	
	2019	2020	2021	2020/	2021/	2020/	2021/
				2019	2020	2019	2020
Net revenue from sales of goods	124514	88000,8	116205	-36513,5	28204,3	70,68	132,05
Cost of sales	118293	83065,2	107112	-35227,7	24046,4	70,22	128,95
Gross margin	6221,4	4935,6	9093,5	-1285,8	4157,9	79,33	184,24
Other Operating Income	1894,4	64,4	1211,8	-1830	1147,4	3,40	1881,68
Administrative expenses, selling expenses, other expenses	12719,4	8909,2	9095,5	-3810,2	186,3	70,04	102,09
Financial result for tax purposes	4572,8	4035,2	1203,3	-537,6	-2831,9	88,24	29,82
Net Financial Result	4572,8	4035,2	986,7	-537,6	-3048,5	88,24	24,45

Source: developed by the author according to the National Palace of Arts "Ukraine"

Assessing the profitability indicators of the National Palace of Arts "Ukraine", we see that, in general, the company carries out profitable activities and, despite the losses and the crisis in 2020, in 2021 it resumed its performance indicators, while the sales revenue increased and the cost decreased.

The liquidity of an enterprise reflects its ability to pay for its current liabilities with available working resources by quickly converting them into cash, and solvency reveals the ability of an enterprise to pay for its own current liabilities only with cash and their equivalents available at the enterprise [23].

Consider the liquidity indicators of the National Palace of Arts "Ukraine" for the period under study (Table 2.3)

Table 2.3

Liquidity indicators of the National Palace of Arts "Ukraine" for 2019-2021

Indicators	Year			Change (+,-)	Change, %
	2019	2020	2021	2021/ 2019	2021/ 2019
Total liquidity ratio	1,16	1,13	1,19	0,03	2,32

Absolute liquidity ratio	0,54	0,26	0,36	-0,18	-33,16
Quick liquidity ratio	1,15	1,13	1,16	0,01	0,95

Source: developed by the author according to the National Palace of Arts "Ukraine"

The main indicators used to assess the financial sustainability of the National Palace of Arts "Ukraine" are given in Figure 2.2.

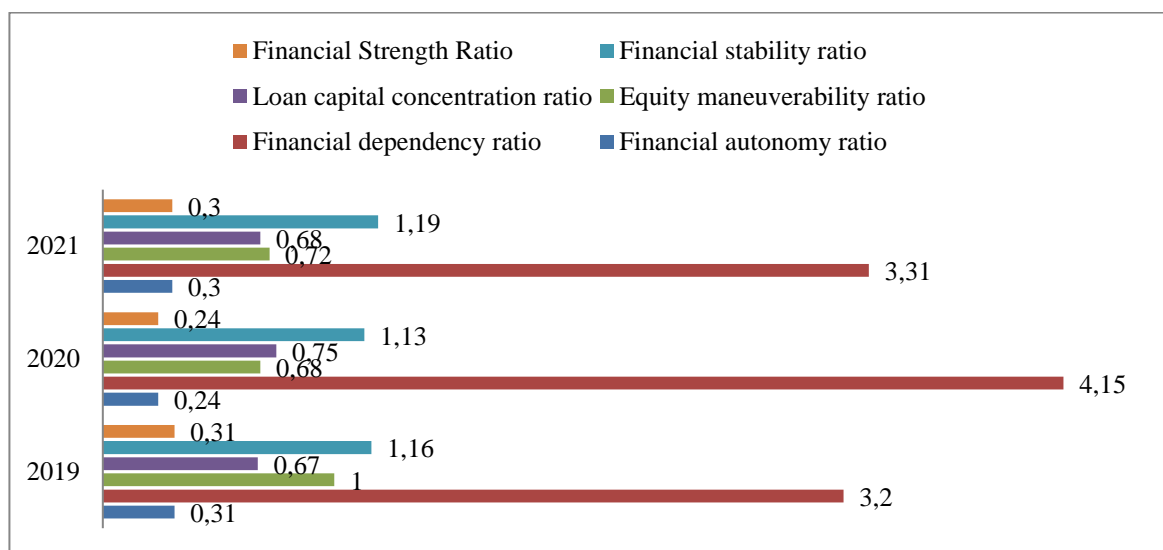


Figure 2.2 - Indicators of financial stability of the National Palace of Arts "Ukraine" for 2019-2021

Source: developed by the author according to the National Palace of Arts "Ukraine"

The dynamics of all coefficients indicates an improvement in the financial stability of the National Palace of Arts "Ukraine". It should be noted that the concentration ratio of attracted capital decreased by 27.9% - the lower this indicator, the lower the company's debt, the more stable its financial condition. Equity maneuvering ratios, provision of own working capital and own working assets showed an increase of 5.8% in 2021 compared to 2019, mainly due to an increase in retained earnings. All indicators exceed the minimum allowable values and indicate a satisfactory level of financial stability.

Business activity can be characterized by the dynamics of indicators of the efficiency of production and economic activity in general. The positive dynamics of these characteristics will help strengthen the company's financial position. We propose to consider the main indicators of profitability and business activity of the National Palace of Arts "Ukraine" (Fig. 2.3)

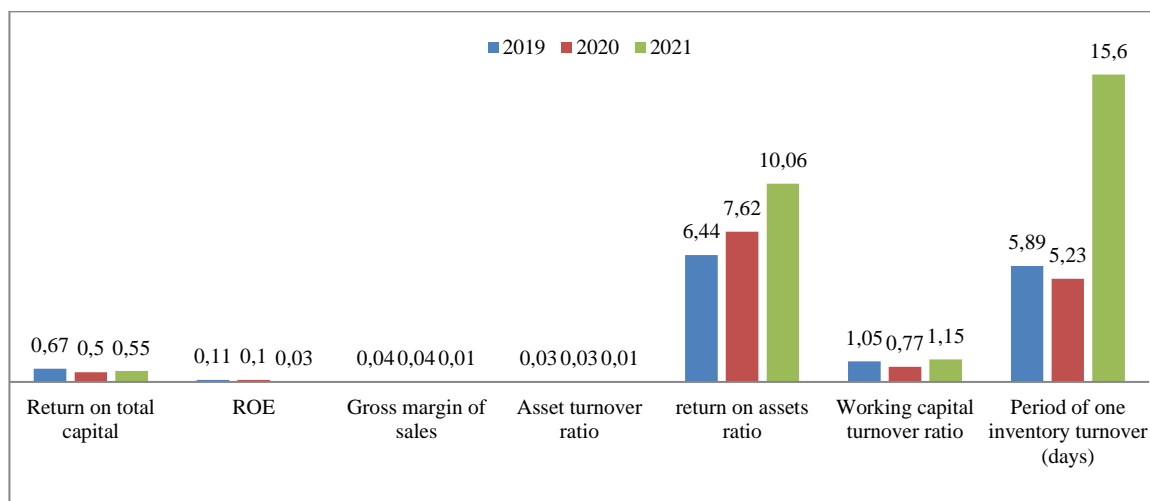


Figure 2.3 - Indicators of profitability and business activity of the National Palace of Arts "Ukraine" for 2019-2021

Source: developed by the author according to the National Palace of Arts "Ukraine"

At the end of the year, the company reduced all profitability ratios, the lowest was the return on equity, which decreased by 75.87% due to a significant increase in the cost of equity. However, the return on equity exceeds the minimum standard value (>0.2), as well as other profitability indicators. Thus, the enterprise experienced an increase in the level of resource indicators of profitability, which is a positive phenomenon.

2.2. Analysis of marketing activities in the field of events in National Palace of Arts «Ukraine»

In the current fierce competition and the increasing influence of changes in the modern market, marketing plays an important role in the activities of any enterprise, as it allows you to establish an optimal relationship between the

organization and the environment of which it is a part [24, p. 34]. Therefore, the study and systematic analysis of marketing activities in the enterprise is one of the most important components of the successful functioning of the enterprise.

The dynamics of indicators of marketing activities of the National Palace of Arts "Ukraine" are given in Table. 2.4.

Table 2.4

Dynamics of indicators of marketing activities of the National Palace of Arts "Ukraine"

№	Indicator	2019	2020	2021	Change, +/-		Change, %	
					2021/ 2020	2020/ 2019	2021/ 2020	2020/ 2019
1	Enterprise market share	64%	67%	68%	3	1	4,69	1,49
2	Share of marketing spend	0,12	0,14	0,15	0,02	0,01	14,29	8,33
3	Order Fulfillment Rate	0,98	0,99	0,99	0,01	0,00	1,01	0
4	Rhythm of sales	1,01	1,03	1,09	0,02	0,06	1,94	5,94
5	Discount rate	0,11	0,11	0,12	0,01	0,00	0,00	0,00
6	Marketing ROI	1,54	1,56	1,56	0,02	0,00	1,30	0

Source: developed by the author according to the National Palace of Arts «Ukraine»

From the data in Table. 2.4 we can draw the following conclusions: the market share of the enterprise from year to year tends to grow. Yes, in 2019 64% and in 2021 68%. We consider this trend to be positive. The share of marketing spending in 2021 is 0.15, which is 0.01 (14.29%) more than last year.

The order fulfillment ratio characterizes the degree of fulfillment of planned orders by the enterprise. So, in 2021-2020, this indicator was 0.99, which is 0.01 more than in 2019. The rhythm of sales in 2021 was 1.09, and in 2019 it was 1.03. We observe positive dynamics of its growth, which is positive for the enterprise.

The discount rate in 2020-2019 was 0.11. In 2021, this indicator increased by 0.01, which is well reflected in the volume of sales (its increase), the influx of new clients, and the exfoliation of competitors. Marketing ROI in 2021 was 1.56, as in 2018. This indicator increased by 0.02 (1.30%) compared to 2019.

Marketing at the National Palace of Arts Ukraine is guided in its activities

by a well-thought-out strategy. In order to analyze the marketing activities of the National Palace of Arts "Ukraine", we will analyze the market strategy of the National Palace of Arts "Ukraine" (Table 2.5).

Table 2.5

Market strategy of the National Palace of Arts "Ukraine"

Component of the market	Type	Description
Strategies	Horizontal diversification	Consists in the provision of services in the field of entertainment
Commodity market	Focus strategy	Specialization of the company, taking into account the requirements of a certain segment without focusing on the entire market
Basic strategy according Porter	Mass Marketing	Coverage of all, without exception, elements of the company's marketing activities
Type of marketing	Macro reach strategy	The company focuses on the coverage of domestic and foreign markets.
Strategy	Population aged 25-60, business	Buy for themselves and business
Market coverage	Offensive strategy	Active coverage of domestic and foreign markets
Target market	Market Leader Strategy	Obtaining a leading position in the entertainment services market in Ukraine.

The marketing communication system unites the participants of this communication, channels and methods of communication and is considered as a complex.

The scheme of marketing communications at the National Palace of Arts "Ukraine" (Fig. 2.3) includes a number of sequentially arranged blocks.

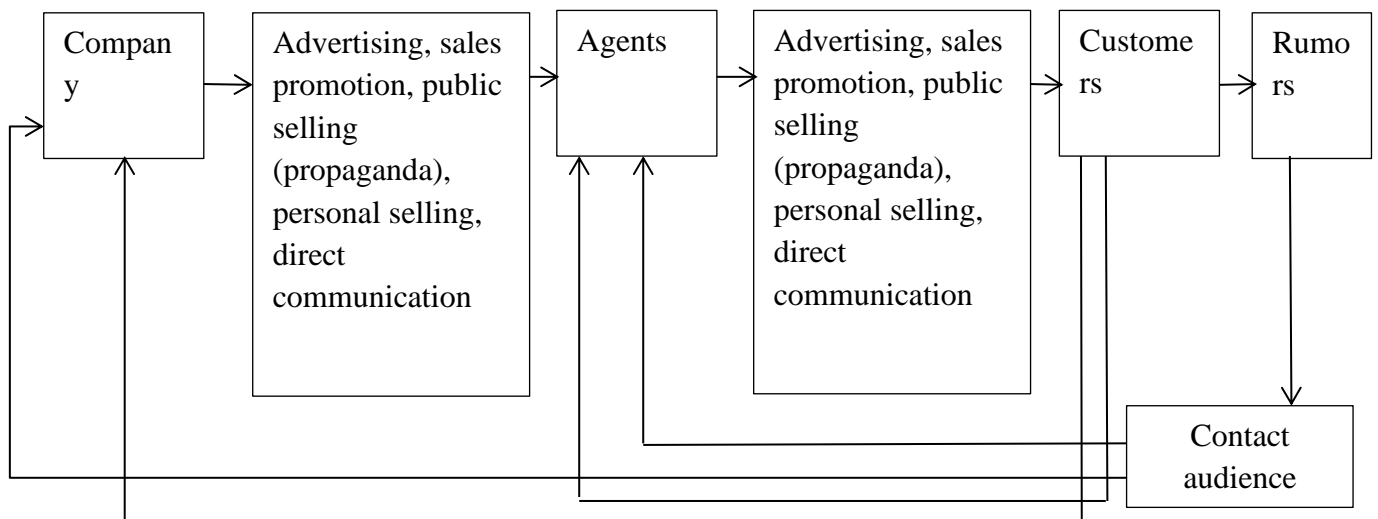


Figure 2.3 - Scheme of marketing communications at the National Palace of Arts "Ukraine"

Source: developed by the author according to the National Palace of Arts "Ukraine"

So, we propose to consider the communication tools that the National Palace of Arts "Ukraine" uses to sell its services. The main tool is social networks, through which the company's managers communicate with the target audience, and the received data is processed in a common database.

All telephone calls on request and general information are made using IP telephony, when the company manager works through the CMR system where each call is recorded and then all the results are entered into a general report (Fig. 2.4).

As we can see from Fig. 2.4, the average share of clients who visited the company for the period of 2021, 13% of all phone calls received by the manager of the National Palace of Arts "Ukraine". This conversion rate is not high, but it gives its results.

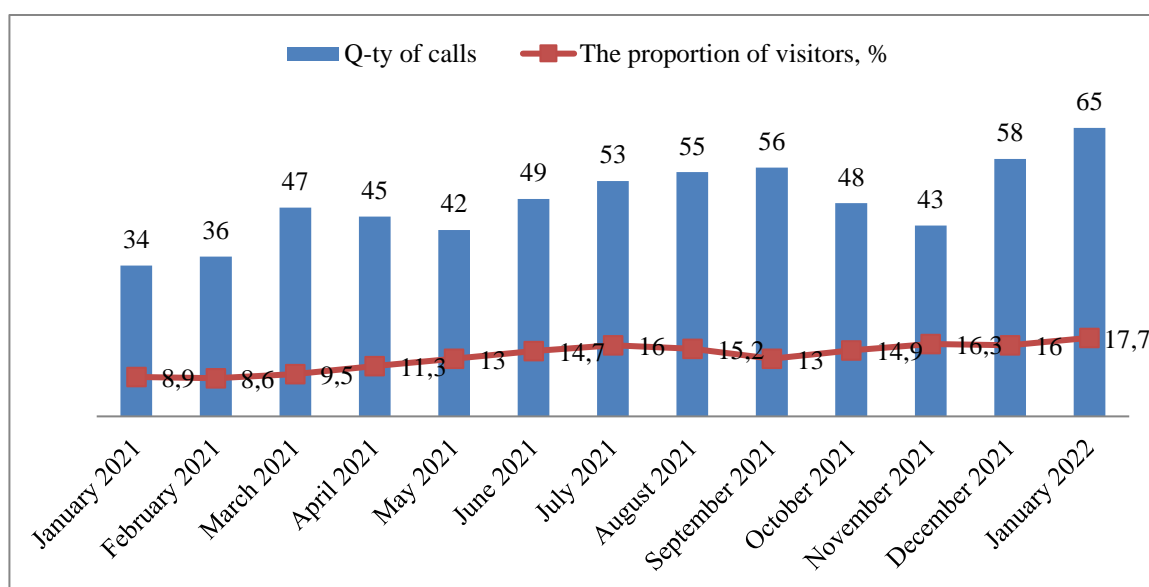


Figure 2.4 - Dynamics of the number of phone calls and the share of clients who came to the National Palace of Arts "Ukraine" for the period of 2021

Source: developed by the author according to the National Palace of Arts "Ukraine"

All information on customer contacts received via Instagram or Facebook is generated in a report. Report on the results of communication of the National Palace of Arts "Ukraine" for November 2022 (see Fig. 2.5)

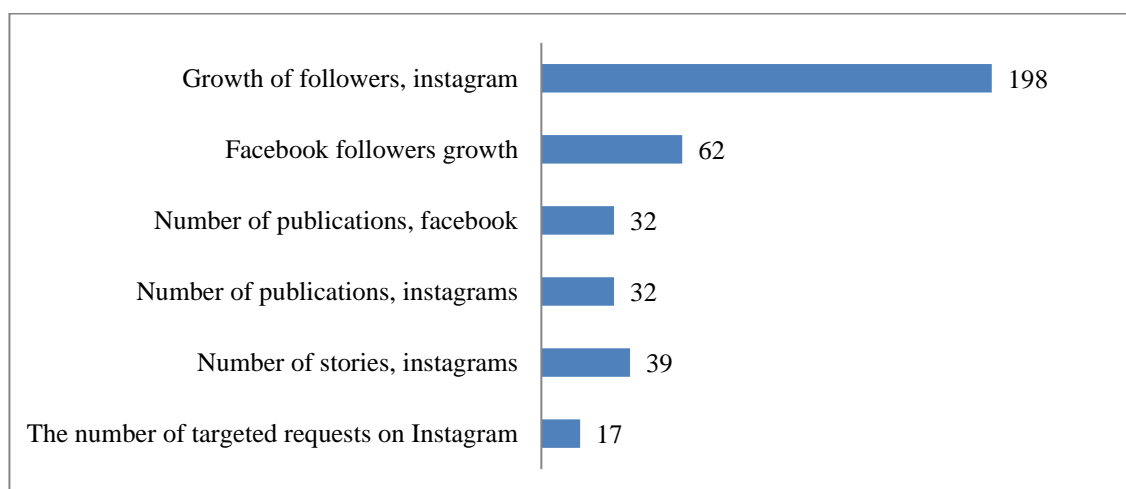


Figure 2.5 - The result of the communication policy for November 2022

Source: developed by the author according to the National Palace of Arts "Ukraine"

So, based on the analyzed marketing communications, we can state that the managers of the National Palace of Arts "Ukraine" are active social users and work daily to increase the number of company customers. The entire collected customer base is integrated into one file, and on a monthly or even weekly basis, the administrator sends a Viber newsletter, an Instagram newsletter, a Facebook newsletter, and informs customers about new events or concerts, which ultimately effectively affects the growth of the company's net profit.

To promote goods, the National Palace of Arts "Ukraine" uses such communications as: Internet advertising, outdoor advertising and printed materials

Mention should be made of the word of mouth advertising used in the work of the National Palace of Arts "Ukraine". It implies a high level of attention and cordiality of company managers to customers and guests. Table 2.6 presents the content of promotional activities of the National Palace of Arts "Ukraine"

Table 2.6

The content of promotional activities of the National Palace of Arts "Ukraine"

№ п/п	Name and content of the event	Periodicity
-------	-------------------------------	-------------

1	Presentations	Disposable
2	Internet advertising	Monthly
3	TV advertising	Disposable
4	Placement of advertising in social networks	Monthly
5	Print advertising, publication in local newspapers	Monthly

Source: developed by the author according to the National Palace of Arts "Ukraine"

In order to evaluate the effectiveness of marketing communications used in the National Palace of Arts "Ukraine", it is necessary to analyze the media plan for 2019-2021. The costs of this complex of marketing communications are presented in table 2.7.

Table 2.7

Expenses for the marketing communications complex of the National Palace of Arts "Ukraine" for the period 2019-2021.

Expenses	2019		2020		2021		Change, ±		Change
	UAH	%	UAH	%	UAH	%	2020/2019	2021/2020	
Printable advertisement	14640	9,9	10550	8,8	10600	9,22	-4 090	50	-27,94
Internet advertising	9850	6,6	5000	4,1	7590	6,6	-4 850	2 590	-49,24
Carrying out demonstration actions	123960	83,5	105190	87,1	96590	84,2	-18 770	-8 600	-15,14
Together:	148450	100	120740	100	114780	100	-27710	-5960	-92,32

Source: developed by the author according to the National Palace of Arts "Ukraine"

Analyzing the expenses of the National Palace of Arts "Ukraine" for the complex of marketing communications for 2019 - 2021, it can be noted that holding

demonstration campaigns takes a significant share in the total costs. These measures, despite the high cost, are necessary because they increase the number of potential customers and attract new ones.

A very significant share of the total costs is occupied by the cost of outdoor advertising - this is due to its high economic efficiency, since it has one of the highest levels of remembering among consumers.

To attract potential clients of the National Palace of Arts "Ukraine", social networks are actively used, the share of online advertising and advertising in print media is growing.

The final conclusions about the economic efficiency of the marketing communications complex are based on a comparison of the additional profit received as a result of activities with the costs associated with its implementation:

$$2019 = 475040 \text{ UAH} / 148450 \text{ UAH} = 3.2$$

$$2020 = 374294 \text{ UAH} / 120740 \text{ UAH} = 3.1$$

$$2021 = 527988 \text{ UAH} / 114780 \text{ UAH} = 4.6$$

Table 2.8

Economic efficiency of the National Palace of Arts "Ukraine" media plan for 2019-2021.

Indicators	2019	2020	2021	Change, ±		Change, %	
				2020/2019	2021/2020	2020/2019	2021/2020
Expenses for marketing activities, UAH	148450	120740	114780	-27710	-5960	-18,67	-4,94
Additional profit during marketing activities, UAH	475040	374294	527988	-100746	153694	-21,21	41,06
The coefficient of economic efficiency of the media plan	3,2	3,1	4,6	0	2	-3,13	48,39

Source: developed by the author according to the National Palace of Arts "Ukraine"

Analyzing the data obtained, it can be noted that the economic efficiency of the media plan for the analyzed period increases significantly. If in 2019 the

economic efficiency ratio of the media plan was 3.2, then in 2021 it increased to 4.6. Table 2.9 shows the results of the analysis of the activities of the marketing service at the National Palace of Arts "Ukraine".

Table 2.9

Analysis of the activities of the marketing service at the National Palace of Arts "Ukraine"

№ п/п	The task of event marketing	The degree of completion of the task
1	Information about the company	Internet advertising is actively involved. Groups of the company in social networks are created. Also, information about the company can be obtained on the Facebook page http://www.facebook.com/nationalpalaceukraine/
2	Expanding the customer base	The company is constantly expanding its customer base, because the management is well aware that in order to minimize risks, you need to have at least ten major customers and not depend on one
Continue table 2.9		
3	Customer acquisition	The price category in which the company operates, the appearance of the premises, signs are fully consistent with his concept.
4	Customer retention	The range and quality of services at a high level. Managers are friendly, attentive and professional. There is a loyalty card that allows you to get a discount. It should be noted that the customer retention method such as greeting the customer with a happy birthday via e-mail, SMS is not applied.

Source: developed by the author according to the National Palace of Arts "Ukraine"

After analyzing the data in Table 2.9, we conclude that the activity of the marketing service at the National Palace of Arts "Ukraine" today remains at an average level. Advertising activities are carried out both in social networks and in print media, and the National Palace of Arts "Ukraine" operates in several service formats and adheres to its concept.

Since we see that the marketing activities of the National Palace of Arts "Ukraine" are not effective enough to ensure the profitability of the company. That is why we will develop a set of measures that will have a positive impact not only

on improving the marketing activities of the National Palace of Arts "Ukraine", but also on its profitability and, accordingly, its commercial activities.

2.3. Analysis market conditions of National Palace of Arts «Ukraine» in event industry

The service market is the marketing and sale of intangible products (non-physical products). Services include all personal facilities that we need from time to time, such as; medical care, education, rental of accommodation and vehicles, entertainment, etc.

Features of the services market [25]:

imperceptibility. We cannot physically feel, see or smell intangible products, so it is difficult for marketers to convince people of its usefulness.

Continuity. The client simultaneously receives and consumes the service.

Rapidity. You can not save services for later, they disappear over time. For example, you have booked a seat on an airplane for today; you cannot use the same place tomorrow or any other day.

Variability. Each company provides different services, which results from consumption may vary.

Change demand. The demand for services varies with the season, services will be different from summer services.

The development of the entertainment sector is important both for Ukraine and for the world as a whole. Leisure is associated with the satisfaction and personal development of the consumer. Therefore, it is necessary to create a favorable and simple environment for the client in the service sector.

Recently, the development of the entertainment industry in Ukraine has been slowed down due to socio-economic and political problems, and since 2019, due to the consequences of the Coronavirus pandemic. However, there is a rapid growth in the rate of development of the service sector, in particular, entertainment, both in Ukraine and in the world as a whole. Such dynamics of improvement is explained

by a positive trend in improving the quality of the country's recreation. Entertainment and entertainment services in Ukraine began to develop actively in 2005-2006.

An analysis of the dynamics of demand for entertainment in Ukraine was carried out using the Google Trends analytical application. According to the data obtained, between 2016 and 2021, the number of requests for “entertainment” did not fluctuate much (Fig. 2.6). There are slight seasonal fluctuations in the winter and spring months. Such fluctuations in statistics may be related to the number of holidays during this period. There is also a stable growth trend in the volume of services provided in this market [26].

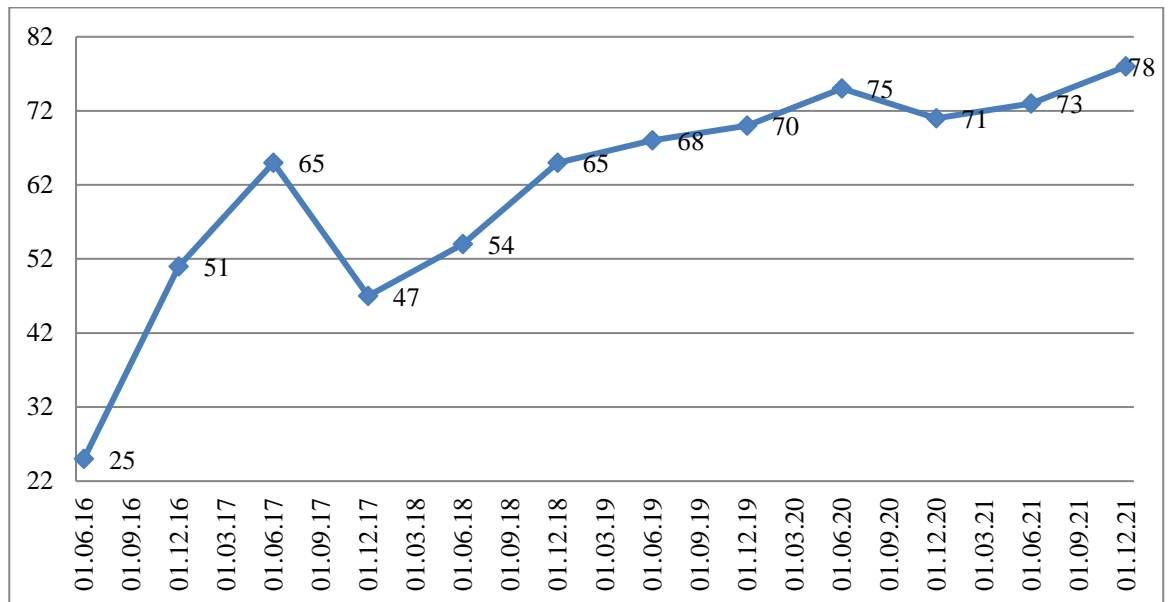


Figure 2.6 - Dynamics of demand for entertainment in Ukraine according to the Google search engine for the period 2016-2021

Source: [27]

Demand for entertainment market services continues to grow in recent years in all countries of the world. On average, the global leisure industry market is growing at 5.6% every year.

The entertainment and recreation market has a social orientation. Leisure affects:

- Aormation of new personal and social needs of a person and their satisfaction;
- Contributes to obtaining moral pleasure and spiritual values;
- Serves to restore the state of a person after hard working days.
- The objectives of the entertainment and recreation industry are:
- Raising the mood of people, providing them with positive emotions;
- Payment of taxes to the budget;
- Creation of jobs [28].

Global entertainment and media revenues in the world (trillion US dollars) are presented in Fig. 2.7.

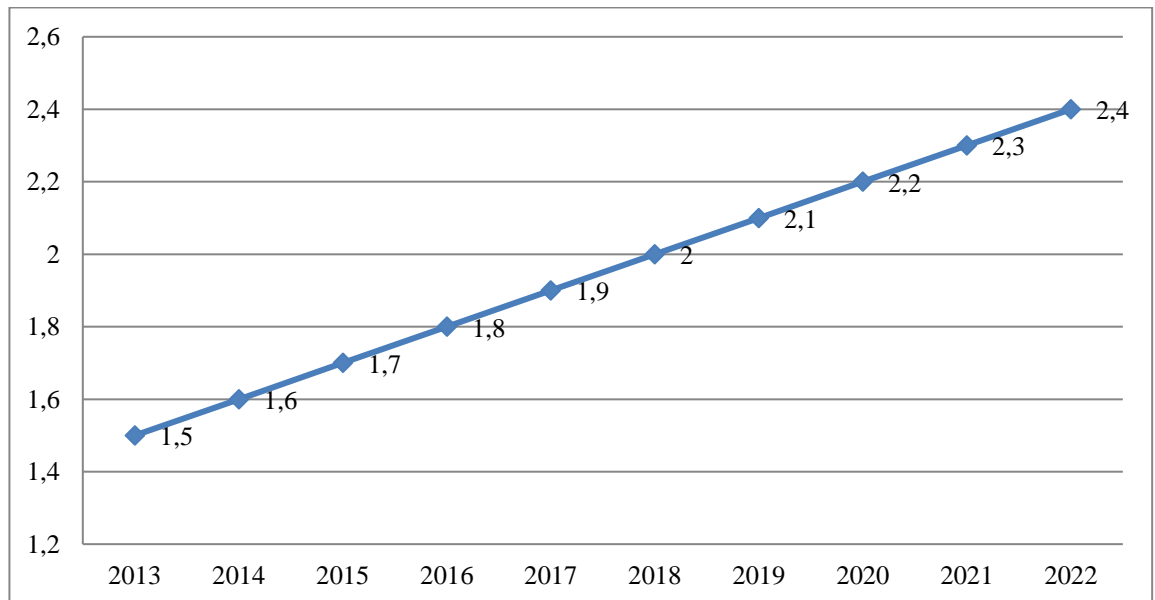


Figure 2.7 - Total revenues in entertainment and media

Source: [28]

As you can see, the growth rate of the entertainment and media market, according to PwC's forecast, is stable.

The following trends in the development of the global and Ukrainian entertainment and recreation markets have been identified [27]:

1. Widespread use of new technologies that use the capabilities of artificial intelligence, which can be combined with other technologies, especially such as virtual reality.

2. Entertainment companies can expand the geography of their services and enter foreign markets.

3. Increasing the number of entertainment centers in modern metropolitan areas and big cities.

If we take into account the city of Kyiv, then we can say that the entertainment industry is in its heyday. There are many places in Kyiv where you can organize various kinds of events, one of which is the National Palace of Arts "Ukraine".

Regarding the main buyers of the National Palace of Arts "Ukraine" - these are active, enterprising, independent people. Mostly families with or without children aged 25-40 with higher education. As a rule, many travel, relax, go in for sports, health improvement. Are in the process of repair, arrangement or expansion of living space. They love beautiful things and want to make their home cozy and modern. Functional, do not like excess.

They love everything natural and eco-friendly. Take care of your health and the health of your children. Demanding on quality and service, but do not want to overpay.

The main requirement of the modern consumer National Palace of Arts "Ukraine" is FREE. PERFECT. JUST NOW.

Floor:

Men - 30% and women - 70%. Decisions are made jointly.

Age:

25 to 40. Mid-33. The core is the Millennials or "Y" generation.

Income level:

The total family income is from 15,000 UAH.

Education:

Incomplete, completed higher education. Self-education, courses, trainings.

Family status:

Mostly single young people. Rarely married couples.

Field of activity:

Any field of activity, but a career is of great importance for achieving success and gaining independence. Managerial positions in the humanities, or technical specialties (programmers, etc.), small private entrepreneurs, freelancers, etc.

Solvency level:

Stable, medium and above. Many work, try to earn more.

What country, city, do you live in?

Ukraine

Cultural level:

Average and above average. Many read, especially on the Internet. They like to visit festivals, concerts of stars. They are interested in lifestyle publications and resources, spend a lot of time on social networks.

Main Interests:

Career in high-tech fields, modern fashion, art, celebrity life, modern cinema, new technologies.

Priorities and values:

- Loves to learn, but learning should be interesting and original.
- Self-education as a replacement for education in obsolete universities.
- Attention to one's own comfort, personal space, more introverts than before.
- They live here today.
- The characteristic theory of "Eternal Youth"
- Freethinkers, Freedom is valued most of all.
- Follow current trends.
- Prefer branding.
- Ready to pay extra for the service and save your time.
- Trust opinion leaders in social networks more than specialists.
- Hangouts, constant "engine" with like-minded people - the best option for recreation.
- Strive to have everything at once.
- Profitable acquaintances.

- They do not like rigid frames.
- Money is the way to opportunities.
- The thirst for everything material and high-tech is characteristic.
- Virtual reality and social networks are what you need for a full-fledged existence, although now the emphasis is shifting towards offline communication, and finding a balance between life on the network and the “real” world.
- Have a positive mindset. They believe that life is beautiful, and all people take.
- If they buy something for the sake of new sensations when buying - Experience more.
- More demanding and selective attitude to the buying process. They want closer personalized contacts.
- They value health, but today it is a much more holistic concept in which physical activity, mental well-being, development of the spirit are not separated from the goods and services consumed - Healthy Living.

Information held by the buyer:

The buyer is well acquainted with modern technologies and knows what virtual reality is.

How did you find out about the National Palace of Arts "Ukraine"?

Googled it, saw targeted ads on Instagram/Facebook, YouTube reviews, saw an ad from an influencer on social media, saw an ad at a bus stop or in an underpass.

The main competitor of the National Palace of Arts Ukraine is the Olympic Stadium, which also organizes various events.

The most popular method for competitive comparison is the weighted evaluation method. To build the matrix of the "Polygon of competitiveness" it is necessary to find the level of competitiveness of the company's services [30, p.270-275].

To analyze the competitiveness of event services in Table. 2.10 shows the main characteristics by which the comparison takes place. The scoring and comparison was performed by the marketer of the researched organization through

an anonymous survey of potential customers on the social network Facebook. To determine the specific weight, a marketing study was conducted to study the importance of each of the criteria for the formation of the company's competitive advantage (the total amount should be 100 points and, according to the analysis of the importance of each of the criteria, when choosing event services, a specific weight was assigned, that is, their importance). Regarding scoring and evaluation, the same criteria were taken, the maximum score was 100, and the score was 20. In the same way, each of the criteria and companies were assigned the corresponding scores and evaluations.

Table 2.10

Competitive analysis of the event services of the National Palace of Arts "Ukraine" and the National Sports Complex "Olympic"

Criteria	Share	National Palace of Arts «Ukraine»		National Sports Complex "Olympic"	
		Score	Grade	Score	Grade
Organization image	10	100	10	85	9
Range of services	20	100	20	95	18
Advertising	15	60	9	65	10
Service quality	15	100	15	95	13
Additional types of services	10	100	10	80	8
Location	10	90	9	90	10
Price level	20	100	20	85	10
Total:	100	650	93	595	78

Source: developed by the author according to the National Palace of Arts "Ukraine"

The competitiveness of the National Palace of Arts event services is determined by dividing its overall score by the overall score of the competitor, i.e. the National Sports Complex Olimpiyskiy.

$K_{ks} = 93/78 = 1.19$ - the competitiveness of event services is higher than the competitiveness of the main competitor - the National Sports Complex "Olympic".

Next, we will conduct a competitive analysis of the organization. For the

compared activities of the enterprise and the main competitors, the following can be selected:

- The image of the company in the market;
- The quality of services for organizing concerts of the National Palace of Arts "Ukraine";
- Selling market price, taking into account the discount;
- Financial assets, own and borrowed;
- Sales and their volume;
- After-sales service;
- Relations with external contractors, that is, PR;
- Forecasting demand and sales volumes.

This list can be detailed and supplemented by questions of studying the competitiveness of services and the effectiveness of marketing activities. Regarding the assessment of competition directly to the company, studies were carried out and both companies were rated, the maximum score was 10, and according to the advantage of the criteria, the companies were rated accordingly. It is advisable to provide the collected information in the form of a table, but with the corresponding indicators (Table 2.11).

Table 2.11

Competitive analysis of National Palace of Arts "Ukraine"

Criteria	Share	National Palace of Arts «Ukraine»		National Sports Complex "Olympic"	
		Score	Grade	Score	Grade
Company market share	10	95	9	90	10
Range of event services	20	98	18	85	15
Price level	15	87	15	90	11
Quality of event services	15	95	18	90	15
Additional services	10	85	16	80	14
Location	10	90	12	80	11
Brand recognition	20	70	14	65	13
Total:	100	620	102	580	89

Source: developed by the author according to the National Palace of Arts "Ukraine"

The competitiveness of the National Palace of Arts "Ukraine" was determined by dividing its total scores by the total scores of a competitor, in our case the National Sports Complex "Olympic".

$K = S_{org.} / S_{competition} = 102/89 = 1.15$. It means more than 1, which means that the National Palace of Arts "Ukraine" occupies a higher competitive position in the market.

Assessment of the National Palace of Arts "Ukraine" capabilities allows you to build a competitiveness polygon, which is a graphical connection of assessments of the position of the enterprise and competitors in the most significant areas of their activity and allows you to compare the capabilities of both companies (Fig. 2.6). For each of the axes, the measurement scale (in the form of scores) is used to display the level of values of each of the studied factors. By superimposing one polygon on another, one can find the strengths and weaknesses of both companies relative to each other. Let's build a competitiveness polygon for the National Palace of Arts "Ukraine".

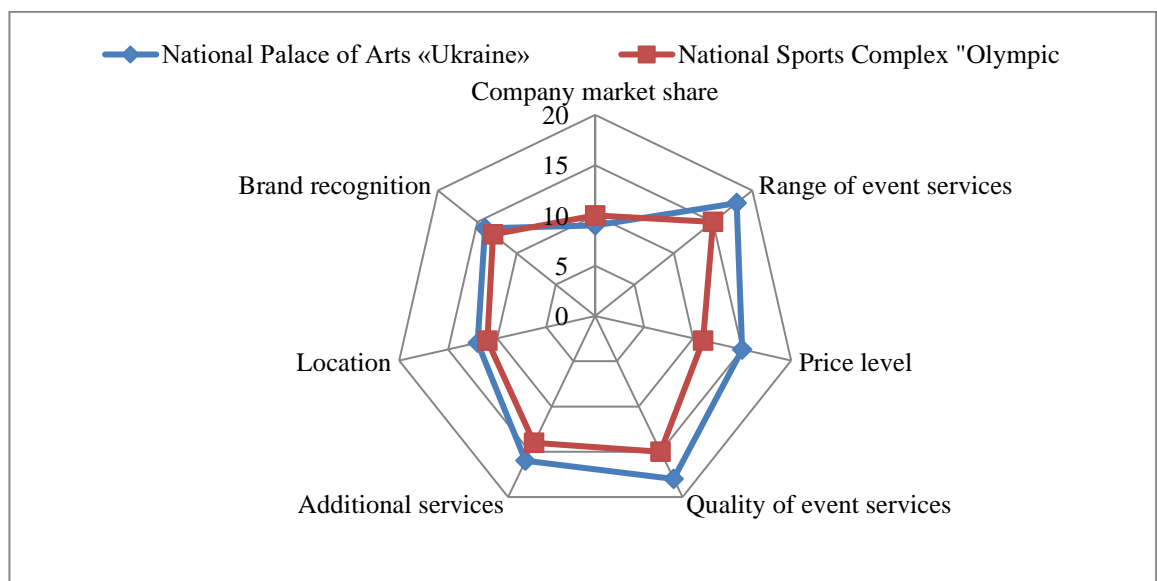


Figure 2.6 - National Palace of Arts "Ukraine" Competitiveness Polygon

Source: developed by the author according to the National Palace of Arts "Ukraine"

After scoring the main problems according to the degree of importance for the life of the National Palace of Arts "Ukraine", we can draw the following conclusions - the National Palace of Arts "Ukraine" occupies a stable position in the event market, but the management needs to pursue an effective promotion policy and, accordingly, increase its share by market.

Chapter 3 Prospects for the development of the event industry in National Palace of Arts «Ukraine» in cooperation with polish partners

3.1. Prospects for the development of cooperation National Palace of Arts «Ukraine» and polish partners in the event industry

Future joint events after the victory in the war are the basis for the development prospects of cooperation between the National Palace of Arts "Ukraine" and partners from Poland. For this, the National Palace of Arts "Ukraine" should adapt its marketing tools. That is why one of the main measures for the development of cooperation between NPA "Ukraine" and Polish partners will be the development of the website and the development of relations with the public, which will help event managers communicate better with each other and simplify such communications with Polish partners.

The Palace of Ukraine is invited to develop a website with the help of which to acquaint potential customers with the range of menus and services provided, showing the menu and photos of the celebration of various events directly, in photographs, diagrams, but at the same time, without requiring a response from the client and this method of spending on website development will be justified.

For the successful implementation of this event, it is advisable to divide the entire process of developing the site into stages presented in Table 3.1.

Thus, analyzing the data in Table 3.1, it can be seen that the creation and development of the website of the National Palace of Arts "Ukraine" will take an average of 30 days. However, this is only primary data, because the development of the site also depends on the availability of content that the management of the Palace of Ukraine should provide to web designers.

Table 3.1

Stages of development and implementation of a WEB-site at the National Palace of Arts "Ukraine"

№	Stage	Stage content	Deadlines for the implementation of the stage
1	Statement of the task or terms of reference for the site	At the first stage, a number of tasks are being worked out that will be solved with the help of this site and a full-fledged technical task is being written.	8 days
2	Website design development and approval	Focusing on the terms of reference for the development of the site, 1-2 sketches of different design options are developed, from which the most suitable one is selected.	8 days
3	Integration of design and content management system	This stage solves the tasks of analyzing the audience on the site, the tasks of targeted impact on specific parts of the audience, and also provides other functionality.	5 days
4	Publishing a site to the Internet	At this stage, two main tasks are solved: 1. selection of the site location address; 2. choosing the physical location of the site.	3 days
5	Filling the site with materials	In addition to developing the site design and debugging the site content management system, the task arises of filling the site with materials (ready-made advertising booklets, articles, materials for exhibitions, etc.)	6 days
6	Site support	This is, first of all, the addition of new articles, news and other changes to the content of the site.	-
Total			30 days

Compiled by the author

The main advantages of creating your own WEB-site for the National Palace of Arts "Ukraine" are presented in Table 3.2.

Table 3.2

Advantages of creating a WEB-site for the enterprise National Palace of Arts "Ukraine"

№	Advantages	Benefits Detailed
1	Attracting new customers and partners:	- organization of targeted and large-scale advertising campaigns; - promotion of new goods and services;
2	Support for existing customers and partners	- instant update of information; - organization of feedback; - provision of services online; - organization of online support; - Expansion of opportunities for customer support.
3	Marketing activities	- conducting statistical research; - organization of surveys and questionnaires; - evaluation of the behavior of site visitors

Compiled by the author

Having developed a website, the National Palace of Arts "Ukraine" can attract more customers, as you know, almost every one of us, before visiting the Palace of Ukraine, visits its website in order to get acquainted with the menu in more detail, and it depends on the quality and attractiveness of the photo on the site will depend on the final choice of the client.

Next, we will analyze the main costs of developing the site of the National Palace of Arts "Ukraine". The cost of creating a WEB site includes the cost of paying for the company's services to create a WEB site and consumables for a computer.

It was decided to order a site for the National Palace of Arts "Ukraine" from the ATAKOVA company, based on the cost, reviews and package of services offered by this company. The choice of a company to develop the site was focused on their work, provided by the developers for viewing. The official website of the company will include a number of attributes for the convenience of using the site, it will also include the menu page of the National Palace of Arts "Ukraine" and a section where visitors to the Palace of Ukraine can submit their suggestions for improving the menu or introducing new dishes to it.

The package of attributes included in the procedure for creating and implementing the site of the National Palace of Arts "Ukraine" is presented in Table 3.3.

Table 3.3

Configuration of the official site of the company National Palace of Arts "Ukraine"

№	Official website configuration	Configuration entity
1	Newsline	Allows site visitors to always be aware of all the news, promotions and interesting offers of the Palace of Ukraine
2	Feedback form	It will help site visitors to quickly contact the National Palace of Arts "Ukraine"
3	Module "Gallery" or "Catalogue"	It will allow to demonstrate the menu of the Palace of Ukraine and photos of organizing events.
4	Slide show	It will make the demonstration of the menu of the Palace of Ukraine more spectacular and impressive.
5	Dropdown menu module	Increase the efficiency and accessibility of site navigation for customers.
6	Guest book	It will allow visitors to leave their feedback about their impressions of the Palace of Ukraine and its events, write thanks and recommend a visit to the National Palace of Arts "Ukraine" to other site visitors.
7	Availability of social buttons	It will give an opportunity to any client of the Ukraine Palace to tell about it to their acquaintances and friends in social networks.
8	Professional copywriting department	Preparation of unique and attractive texts for the site.
9	Domain	The website address will be issued at the National Palace of Arts "Ukraine"
10	Simple Management System (CMS)	It will help you independently manage your site, post and edit information.
11	Website hosting	Ensures smooth and fast operation

Created by the auto industry

The cost estimate for the implementation of the project is shown in Figure 3.1.

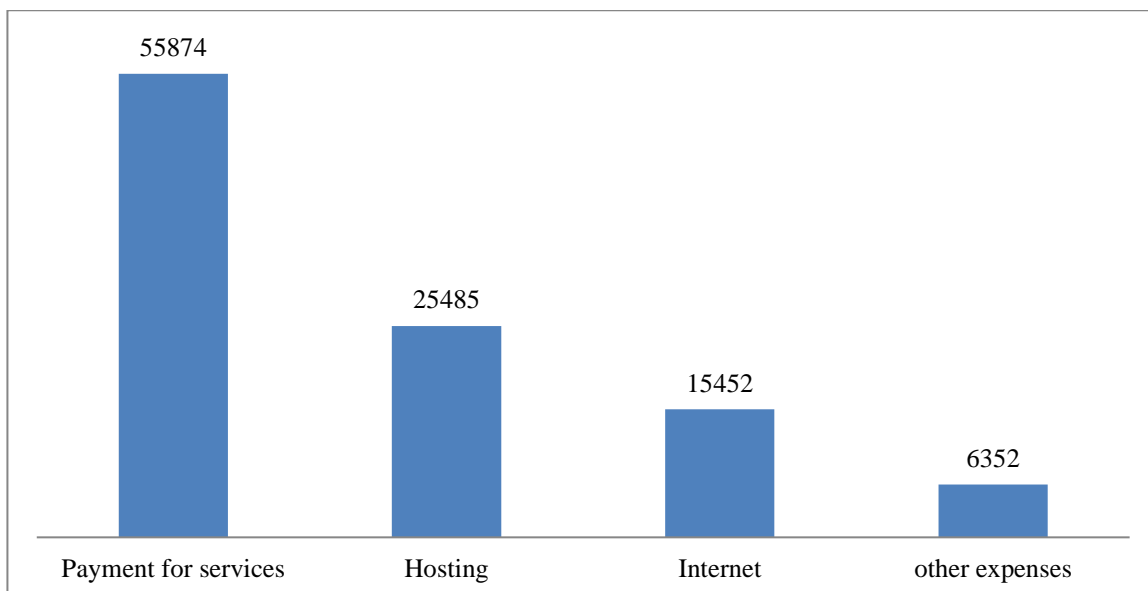


Figure 3.1. Cost estimate for the implementation and support of the website of the National Palace of Arts "Ukraine", UAH

Next, let's analyze the amount of capital investments of the National Palace of Arts "Ukraine" (see Fig. 3.2).

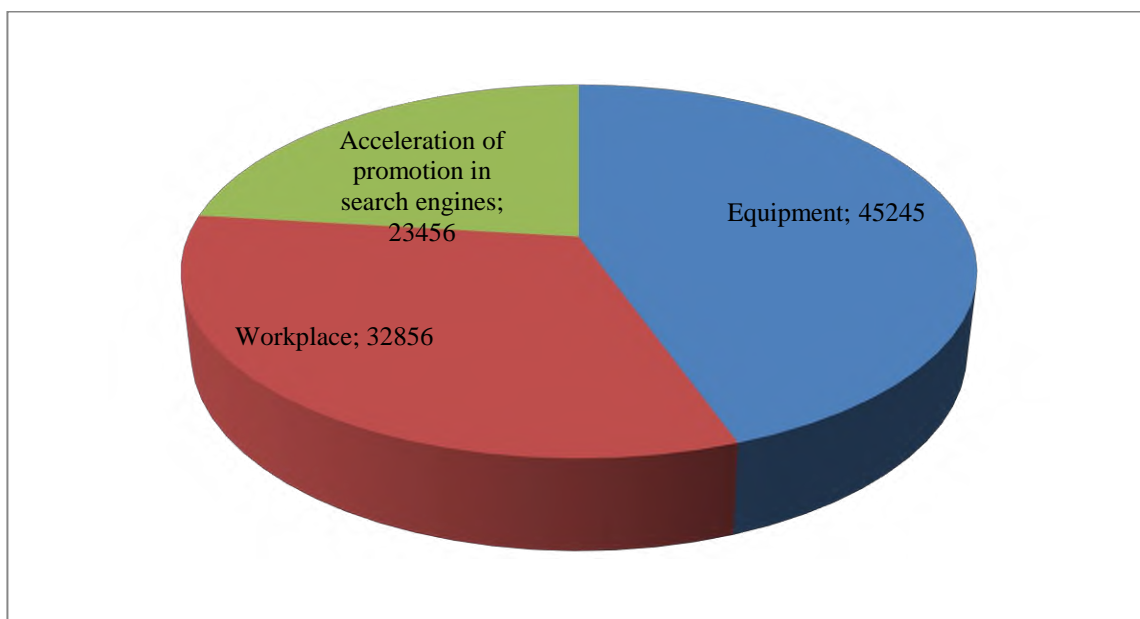


Figure 3.2. Calculation of capital investments National Palace of Arts "Ukraine", UAH

Created by the author

Consequently, Ukraine will spend UAH 204,720 for the implementation of the Palace website. These costs are one-time and should pay for themselves in the future. After all, the presence of a website is a sign of a high image and solidity, which in the end will have a positive impact on the profitability of the National Palace of Arts "Ukraine".

The next event that will improve the effectiveness of marketing communications is the organization of a PR department. We found that in order to increase the number of communications with end customers, you need to understand their needs and desires, which is why we proposed the creation of a PR department that will help the Palace of Ukraine to identify them, predict market conditions and determine goals and objectives, as well as develop strategies, contributing to the improvement of marketing communications in the National Palace of Arts "Ukraine".

The PR department is a public relations system aimed at improving the relationship between the Palace of Ukraine and the public, as well as with those who enter into business contact with it both inside and outside it, but at the National Palace of Arts. Ukraine" this service is missing.

The goals and objectives of the PR department are aimed at achieving the overall goals of the National Palace of Arts "Ukraine", that is, aimed at increasing the number of visitors, which can lead to high profits for the enterprise. The goals and objectives are also aimed at creating a favorable public opinion and winning leadership positions in a particular segment.

The functions of the PR department allow analyzing the functional activities of the Palace of Ukraine through internal and external media, which contribute to increasing its competitiveness in the restaurant services market in Kyiv.

National Palace of Arts "Ukraine" with a well-established audience of its visitors in the conditions of fierce competition, it is necessary to analyze the external and internal environment, to collect the necessary information regarding the market in which the enterprise operates. The above issues should be dealt with by a separate division of the enterprise in order to achieve the desired result.

Functions of the PR department of the Palace of Ukraine:

- analytical and prognostic, aimed at developing an information policy that allows to implement the strategy and tactics of the National Palace of Arts "Ukraine", while fixing the movement of events in dynamics;

- organizational and technological, representing the total activities and actions aimed at conducting and organizing promotions and PR campaigns, business meetings;

- information and communication, representing a procedure aimed at carrying out information and explanatory and promotional and advertising work necessary for the partners of the National Palace of Arts "Ukraine", supporting the socio-psychological climate inside the Palace of Ukraine, observing office ethics, corporate identity;

- advisory and methodological - these are consultations aimed at organizing and establishing relationships with clients of the Palace of Ukraine and developing conceptual models of cooperation and social partnership, programs, actions and PR campaigns.

To open a PR department at the National Palace of Arts "Ukraine", you must enter the following positions:

- Head of PR-department;
- Media relations manager.
- The head of the PR department will:
- Carry out the management of planning and organization of information programs related to the work of the Palace of Ukraine;
- Keep records and registration of appeals (proposals, applications, complaints) of citizens and legal entities;
- Accept, register and transfer appeals of citizens and legal entities to management and executors;
- Control the execution of requests.

The Media Manager at the National Palace of Arts "Ukraine" will be responsible for the following activities:

- Support and establishment of new contacts with media representatives;
- Development of concepts and plans for informational occasions for the release of news, stories and other materials about the activities of the city administration;
- Development of concepts and plans for information and thematic publications in print media;
- Dissemination in the media of official announcements, comments by experts and other informational (journalistic) materials related to the activities of the city administration.

It will be necessary to draw up a regulation on the PR department, which will include the following items:

- general position;
- structure;
- tasks;
- functions;
- rights;
- relationships (service connections);
- responsibility.

In the coming year, the activities of the PR department will be aimed at finding new sales markets; studying potential customers (what they need now); optimization of the company's website; creation of new programs to promote the services of the PR department.

Activities in the above areas can lead to an improvement in the work of the PR department as a whole, an increase in its client base and to an increase in the efficiency of the communication system of the PR department and, in this regard, to an increase in profits.

The costs associated with the use of the PR department of the National Palace of Arts "Ukraine" are shown in Figure 3.3.

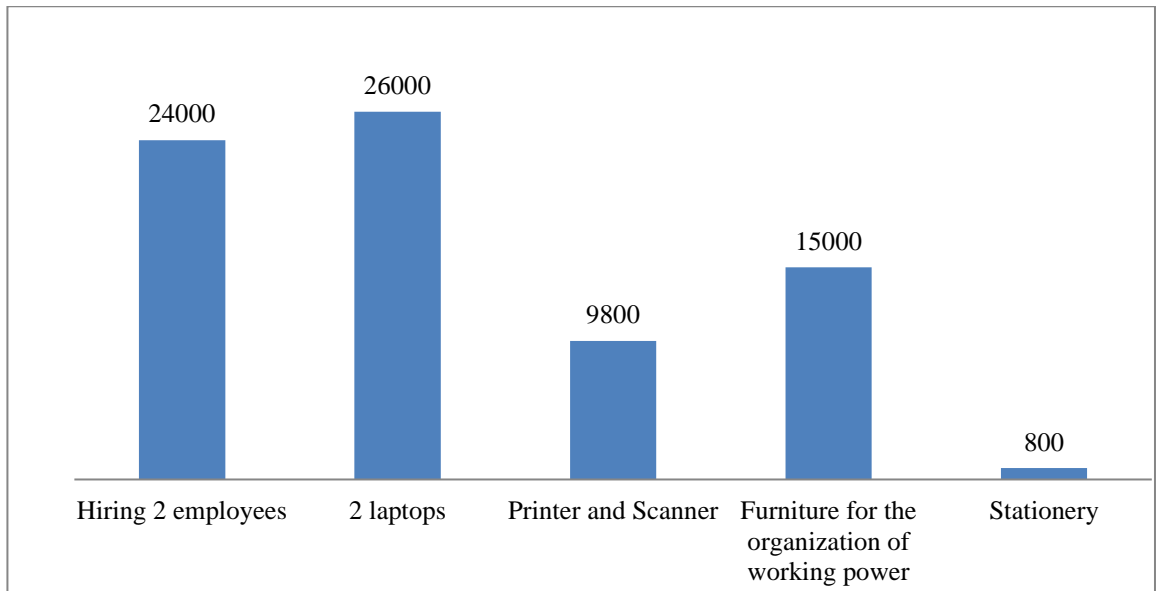


Figure 3.3. Expenses for the implementation of the PR department for the National Palace of Arts "Ukraine", UAH

Created by the author

Thus, the PR department is an important part of the enterprise, which will be engaged in the implementation of product, pricing, marketing policies and product promotion strategies on the market, which will allow the National Palace of Arts "Ukraine" to increase awareness in the restaurant services market in Kiev, to reach a large audience of potential consumers, thereby increasing profitability and competitiveness.

3.2. Economic efficiency of cooperation

To calculate the economic efficiency of the project, it is necessary to calculate the economic effect of its creation and how it will affect the increase in sales of the National Palace of Arts "Ukraine".

So, on average, from 10 to 20 consumers can be attracted through the website of the National Palace of Arts "Ukraine", the average cost of which will be approximately UAH 650, with the demand unchanged. Since prices on the market are constantly changing, it is advisable to choose a certain constant value that will

help us calculate the economic effect of the site implementation and benefit from the National Palace of Arts "Ukraine". Taking into account the variability of demand for visits to the measures and the conditions of the war in Ukraine, we will take into account that the Palace of Ukraine through the creation of a new website will attract 90 people per day (see Fig. 3.4).

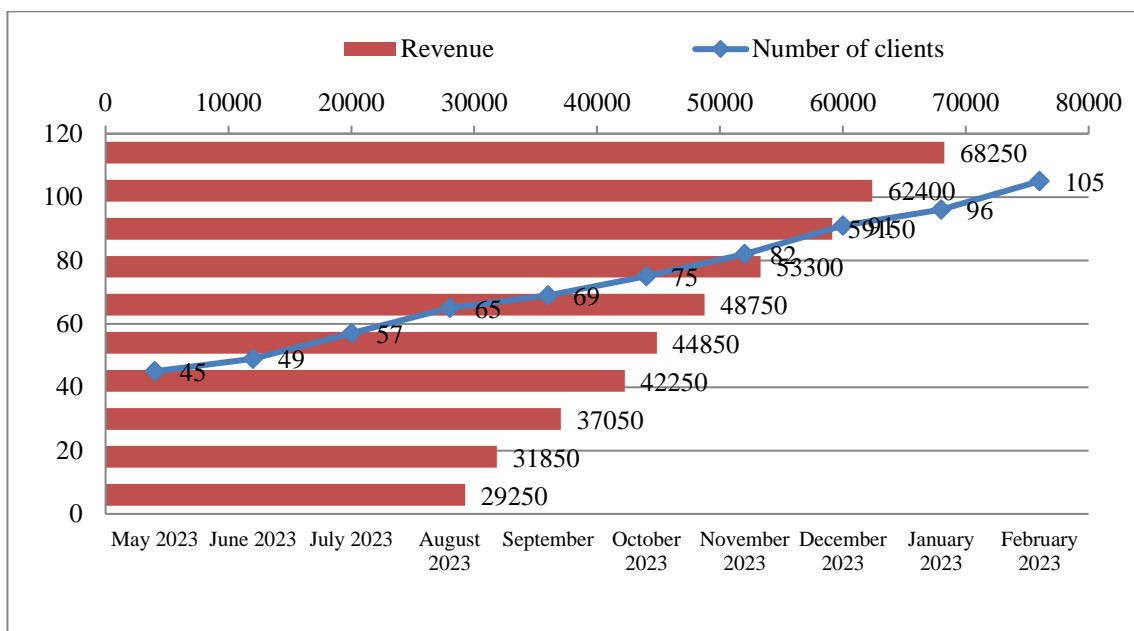


Figure 3.4. Projected sales volume of the National Palace of Arts "Ukraine" after the creation of the website

Thus, after analyzing the projected sales volume of the National Palace of Arts "Ukraine", it is clear that the break-even point will be in February 2023, where the projected income is expected to be UAH 234,000. Entering the break-even zone will take almost half a year at the Palace of Ukraine, primarily due to the fact that it will take at least half a year to promote a new site for consumers to start trusting it and be ready to make new purchases and recommend the company's beech to their business partners. As early as March next year, the company will be profitable.

CONCLUSION

So, having written this thesis, I completed all the tasks assigned to me and I can draw the following conclusions.

Each effectively organized measure contributes to ensuring the stability of the functioning of event management and the service sector as a whole and in the territory where it is carried out. On the one hand, private enterprises receive additional income and jobs, providing services for providing events with premises, equipment and transport, attendants, advertising support, safe conditions for participants and guests, trade and catering services. In addition, the population benefits by increasing the filling of the local and regional budget, developing the social sphere and creating a favorable investment climate.

With the help of large-scale events, Ukraine gets the opportunity to position itself in the global community at a high level. The holding of major sports competitions in Ukraine in recent years has raised event management to a new level. The 2012 European Championship contributed to the fact that thousands of Ukrainians received additional skills in preparing and holding major tournaments (skills of volunteers, stewards, etc.). These sports events showed the world what a high level of event organization Ukraine can provide.

The National Palace of Arts "Ukraine" is the largest concert and art institution in Kyiv and Ukraine, the main venue for concerts and political events in the capital. Legally subordinate to the State Administration of Affairs.

Analyzing the financial results of the National Palace of Arts "Ukraine" during the study period, there is a significant increase in the cost of production against the backdrop of an increase in sales volumes due to an increase in transport costs, labor costs, advertising, equipment, etc. During this period, the volume of product sales in 2021 increased by 1.3 times compared to 2020. Positive dynamics is characterized by the net financial result of net profit, which during the study period was profitable.

Since we see that the marketing activities of the National Palace of Arts "Ukraine" are not effective enough to ensure the profitability of the company. That is why we will develop a set of measures that will have a positive impact not only

on improving the marketing activities of the National Palace of Arts "Ukraine", but also on its profitability and, accordingly, its commercial activities.

After scoring the main problems according to the degree of importance for the life of the National Palace of Arts "Ukraine", we can draw the following conclusions - the National Palace of Arts "Ukraine" occupies a stable position in the event market, but the management needs to pursue an effective promotion policy and, accordingly, increase its share by market.

Therefore, the more motivated event managers of the National Palace of Arts "Ukraine" will be, the greater the result they will give, because when the employer evaluates the employee accordingly, the result will certainly be high.

In half a bag, it can be argued that the motivated event managers of the National Palace of Arts "Ukraine" will achieve maximum results in working with their Polish partners and after the end of the war they will organize a sailing event both in Poland and in Ukraine.

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