

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY**

**Name of the faculty**            **EDUCATION AND RESEARCH INSTITUTE  
"KARAZIN BANKING INSTITUTE"**

**Name of the department**        **Management, Business and Professional  
Communications**

**Specialty:**                        **073 Management**

**Educational program:**        **Management of Organizations and Administration**

**Group:**                            **AM-25M (full-time mode of study)**

**QUALIFYING MASTER'S THESIS**

on the topic:

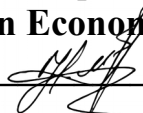
**FORMATION AND DEVELOPMENT OF EVENT  
MANAGEMENT**

student of higher education **Cao Yongquan**

**The work is accepted for defence in the EC**


Head of Department

**PhD in Economics, Associate Professor**

\_\_\_\_\_  **Nadiia Morozova**

Scientific Adviser


**PhD in Philosophy, Associate Professor**

\_\_\_\_\_  **Anna Chkheailo**

Kharkiv 2024

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY

Faculty EDUCATION AND RESEARCH INSTITUTE  
"KARAZIN BANKING INSTITUTE"  
Department Management, Business and Professional  
Communications  
Level of higher education Master  
Specialty 073 Management  
Educational program Management of Organizations and Administration

**APPROVED**  
Head of the Department  
of Management, Business and Professional Communications  
PhD in Economics, Associate Professor  Nadiia Morozova  
(initials, last name)

25 September 2024

**TASK**  
**FOR A QUALIFYING MASTER'S THESIS**  
Cao Yongquan

1. Topic of work: "FORMATION AND DEVELOPMENT OF EVENT MANAGEMENT".

Scientific adviser Anna Chkheailo PhD in Philosophy, Associate Professor  
(full name, academic degree, academic title)

Approved by order of the university dated September 17, 2024 № 4601-5/1025.

2. The deadline for student submission of work November 18, 2024.

3. List of topics to be developed:

• In Chapter 1: to reveal the essence and characteristics of event management; to generalize the typology of types of events as objects of event management at enterprises; to investigate the conceptual model of formation and application of event management in enterprise management.

• In Chapter 2: to provide a general description of JSC CB "PrivatBank"; to evaluate the event management indicators of PrivatBank JSC CB; to analyze marketing and advertising campaigns of JSC CB "Privatbank".

• In Chapter 3: to improve the event management positioning model in enterprise management; to provide suggestions on the introduction of team building activities of

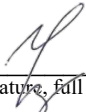
JSC CB "PrivatBank" during the war; to justify the ambassadorship program as a component of event management in the banking sector.

4. Plan of qualifying master's thesis

No	Names of work sections
1	THEORETICAL PRINCIPLES OF THE ORIGIN AND FORMATION OF EVENT MANAGEMENT
2	ANALYSIS OF THE FORMATION AND DEVELOPMENT PROCESSES OF THE BANK'S EVENT MANAGEMENT
3	WAYS OF IMPROVING PROCESSES OF FORMATION AND DEVELOPMENT OF EVENT MANAGEMENT

5. Date of issue of the task September 25, 2024.

Student Cao Yongquan Cao Yongquan  
signature, full name

Scientific Adviser  Anna Chkheailo  
signature, full name

## ABSTRACT

The qualifying master's thesis contains 70 pages, 11 figures, 14 tables, and a list of 40 references.

**The object of research** is event management in companies.

**The subject of research** includes the theoretical, methodological, and applied foundations for the formation and development of event management in enterprises under modern conditions.

**The purpose of the master's thesis** is to develop theoretical-methodological and applied approaches to the formation and advancement of event management in enterprises.

**Tasks of a qualifying master's thesis include:**

- to reveal the essence and key characteristics of event management;
- to generalize the typology of events as objects of event management within enterprises;
- to investigate the conceptual model for the formation and application of event management in enterprise operations;
- to provide a general description of JSC CB "PrivatBank";
- to evaluate event management indicators at JSC CB "PrivatBank";
- to analyze the marketing and advertising campaigns of JSC CB "PrivatBank";
- to improve the event management positioning model in enterprise management;
- to propose suggestions for introducing team-building activities at JSC CB "PrivatBank" during wartime;
- to justify the implementation of an ambassadorship program as a component of event management in the banking sector.

**Based on the results of the research**, theoretical and practical provisions were formulated, which the author has developed into specific proposals for enhancing the formation and development of event management in enterprises under modern conditions.

**The practical value** of this research lies in its recommendations for improving the application of event management in JSC CB "PrivatBank," which can also be adapted by other enterprises to enhance their operational and marketing outcomes. These findings contribute to the broader field of strategic management, demonstrating the transformative potential of event management in achieving organizational success.

**Year of completion of the qualifying master's thesis:** 2024.

**Year of defense of the qualifying master's thesis:** 2024.

## CONTENT

INTRODUCTION.....	7
CHAPTER 1. THEORETICAL PRINCIPLES OF THE ORIGIN AND FORMATION OF EVENT MANAGEMENT.....	9
1.1. The essence and characteristics of event management.....	9
1.2. Typology of events as objects of event management.....	13
1.3. Conceptual provisions on the construction and use of event management in enterprise management.....	18
CHAPTER 2. ANALYSIS OF THE FORMATION AND DEVELOPMENT PROCESSES OF THE BANK'S EVENT MANAGEMENT.....	27
2.1. General characteristics of JSC CB "PrivatBank".....	27
2.2. Evaluation of the event management indicators of JSC CB "PrivatBank".....	32
2.3. Analysis of advertising campaigns JSC CB "Privatbank".....	40
CHAPTER 3. WAYS OF IMPROVING PROCESSES OF FORMATION AND DEVELOPMENT OF EVENT MANAGEMENT.....	44
3.1. Improving the positioning of event management in enterprise management.....	44
3.2. Proposals regarding the introduction of team building activities of JSC CB "PrivatBank" during the war.....	50
3.3. Ambassadorship as an element of event management in the banking sector.....	55
CONCLUSIONS .....	62
REFERENCES.....	66

## INTRODUCTION

The formation and development of event management are important components of the modern enterprise management strategy. Event management is not only an effective tool for increasing brand recognition, but also helps to create an emotional connection with the target audience, strengthening the loyalty of customers and partners. In the conditions of rapid changes in market conditions and growing competition, competent planning and implementation of events can significantly strengthen the company's position on the market, providing it with a long-term competitive advantage.

The purpose of the qualifying master's thesis is to develop theoretical-methodological and applied approaches to the formation and development of event management at enterprises.

The following tasks were defined for the realization of the research goal:

- reveal the essence and characteristics of event management;
- generalize the typology of types of events as objects of event management at enterprises;
- to investigate the conceptual model of formation and application of event management in enterprise management;
- provide a general description of PrivatBank CB JSC;
- to evaluate the event management indicators of JSC CB "PrivatBank";
- to analyze the marketing and advertising campaigns of JSC CB "Privatbank";
- to improve the event management positioning model in enterprise management;
- to provide suggestions regarding the introduction of team building activities of JSC CB "PrivatBank" during the war;
- justify the ambassadorship program as a component of event management in the banking sector.

The object of research is event management in companies.

The subject of the study is the theoretical-methodological and applied foundations of the formation and development of event management at enterprises in modern conditions.

The work uses such research methods as logical generalization, morphological analysis, comparison, graphical and tabular methods.

Statistical data, materials from the Internet, scientific works of domestic and foreign scientists, accounting and reporting materials of JSC CB "PrivatBank" serve as the information base of the work.

According to the results of the research, theoretical and practical provisions were formulated, which the author brought to specific proposals for improving the formation and development of event management at enterprises in modern conditions.

The work consists of an introduction, three chapters, conclusions, and a list of references.

Keywords: event, event management, bank, brand, communications, team building, ambassador program, staff, clients

# CHAPTER 1

## THEORETICAL PRINCIPLES OF THE ORIGIN AND FORMATION OF EVENT MANAGEMENT

### 1.1. The essence and characteristics of event management

In modern conditions of business development, most enterprises see one of their key tasks in maintaining their existing market positions, using the widest possible range of tools and technologies for this. Special attention of business entities has recently been directed to the increasingly active use of event management for this purpose, which today can be interpreted as one of the most dynamic areas of research in theory and practice. The study of theory and practice makes it possible to assert that gradually the concept of event management is separated into an independent direction of economic science, occupying the position of a full-fledged type of management in general (next to investment management, financial, production, innovation, project management, self-management, risk management, quality management, international management, etc.). Event management covers one of the most complex and priority areas of management decision-making by business entities, which is related to the market, company brand, business environment, foreign economic relations, internationalization of business, business partners, etc.

Event management in modern conditions is a subject of study and a basis for the application of practical skills and abilities aimed at the production, development and management of planned events, celebrations, meaningful festivals, entertainment events, political and recreational events, scientific, state and theatrical events. Local events, individual corporate or business events, as well as private events: various parties and social events can also be added to this list. Based on this, event management is a complete set of measures to create corporate and mass events.

An event is a special event, an event management tool that allows you to influence the opinion and behavior of the audience specially invited to the event to

achieve the company's goals. Obtaining profit from the event is not the primary goal, although it is possible (for example, when attracting a sponsor, organizing additional paid services). Such an event can be designated by the term "non-commercial event", which is an important tool of event management in terms of forming a positive image of the company. Non-commercial activities are actively used in various market segments.

The event management industry itself became a separate industry not so long ago – about 20 years ago. The organization of events has long been an integral part of other sectors of the economy: hotel business, tourism, show business; part of the functions for organizing events was assigned to sales departments and professional associations. This inhibited the development of event management as a separate form of activity. Now, professional associations have appeared in the field of event organization, there is specialized literature, certification programs, and higher education can be obtained in this field. Event organization is gradually becoming a recognized industry with its own technologies, market players, legends and traditions.

Event management is becoming more and more popular, and more and more companies want to organize events, implementing their management strategy. This is one of the effective tools for forming an attitude towards the company or its product [1].

Event management goals can be defined as what the organizer wants to achieve as a result of the event. These are global strategic achievements for which activities are held. For example, to form loyal partners; improve the presentation skills of the sales team; declare the company's new product as an innovative breakthrough. The tasks of event management are concrete, measurable achievements of the event. They are local, indicate the tactical direction for actions.

Thanks to this, the long-term effect of event management is achieved: the event has long ended, but its results are visible for a long time: they are marked both before the event and after it ends, and even indirectly affects those who did not get to the event, but are part of the target group. This happens when a product from a thing or service has turned into a part of the lifestyle of its target consumers, has become not just fashionable, but also necessary.

Currently, in Ukraine, event management is most often considered not as a separate element of the company's promotion strategy, but as part of PR activities. Event management refers to the organization of appropriate events, such as corporate holidays or press conferences for the mass media.

In particular, such authors as Yu. Kasyanov, indicate that similar measures are used in PR practice. In the expert–analytical report of the Association of Managers, holding a special event is also considered as one of the main areas of public relations activity.

Any strategy for increasing the company's competitiveness consists of a very standard set of tools, such as advertising in the media and the Internet, participation in events, PR support and much more. But the surrounding reality changes every day, competitors use new non–standard approaches in their activities, and consumers become more and more sophisticated when choosing goods and services. By holding special events, the 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 comprehensive event policy of the company, which combines separate measures into a single system to achieve the chosen goals. Such parameters as the format of the event, the budget of the event, and the terms of project implementation depend on the general goals and tasks facing the event manager when organizing a specific event.

The most common purposes of holding events for companies that do not specialize in organizing events are [1, 2]:

- 1) creation or maintenance of the necessary image of the company;
- 2) increasing the loyalty of the target audience, brand recognition and, as a result, increasing sales;
- 3) increasing the visibility of the company, product, or service.

One of the ways to overcome this crisis situation is the use of event management measures by companies. Currently, event management is one of the most promising areas of communication policy in any business field.

To specify the essence of event management, it is advisable to single out its key characteristics, namely:

- event management is related to a set of various relationships that arise during the management of business and team building events;
- the field of event management is closely related to call "business" and "team building" infrastructure, which, in particular, includes conference halls, various technical equipment, audio and video equipment, accommodation facilities for employees / participants, catering, transport, etc.;
- event management is an independent field of scientific knowledge and professional activity;
- event management is largely related to the category of working hours of employees;
- event management is based on a set of scientifically based provisions (principles, methods, forms, tools, etc.);
- the key initiator of events within event management is most often the business entity;
- the field of event management extends both to the internal environment of the business entity ("internal" orientation) and to measures related to the external environment ("external" orientation);
- event management, by its content, is also a specific function of management, which is realized through the implementation of five general functions known in theory and practice;
- the development of event management at the level of business entities is closely related to the development of the culture of the event industry both at the level of the industry, region or state in general, and at the international level;
- the toolkit of event management extends not only to the sphere of business, but also to the sphere of activity of non–profit organizations or to the sphere of implementation of various social initiatives;

– event management includes measures of a programmed nature, that is, those based on a clear sequence of actions in accordance with previously established and specifically specified directions [1].

It is also appropriate to consider event management through the main types of management activities at the enterprise, distinguishing its subtypes:

– production event management – management of the development, implementation and improvement of event service provision processes, on the basis of which the company's main line of events is created;

– financial event management – deals with determining the need for financial funds for the event, identifying and evaluating alternative sources of financing these events, obtaining financial resources from predetermined sources, rational use of received funds in the event management process, etc.;

– innovative event management – strategic management carried out by the management of the organization. This is a set of defined methods and forms of management of various stages and stages of innovative event processes, as well as types of these processes to achieve maximum efficiency;

– administrative event management is a system of relationships that have developed in the process of event planning, organizing an event, managing event performers, motivating event personnel, regulating the process of the event, creating and submitting reports on the progress and results of the event, drawing up a budget for the event, and as well as control of the entire event process.

Therefore, event management is carried out in relation to various objects, which necessitates the constant improvement of the toolkit within its limits.

## 1.2. Typology of events as objects of event management

Event management in itself is both an applied field of study and a space of professional practice aimed at managing special events of various types. The basis of any event management is the event itself, that is, the event to which event organizers,

event managers and other subjects of the event industry are involved, and which at the same time is the object of event management. Therefore, the need to develop a typology of events as objects of event management is actualized.

There are a huge number of different types of event management activities. Using one or another type of event, companies successfully promote products or the image of the company, while increasing sales volumes, increasing customer loyalty and attracting new business partners.

In modern life, there are different approaches to the classification of events.

Signs of classification:

- by the nature of the event itself (business, entertainment, team–building),
- depending on the person of the customer (state, corporate, private),
- by venue (suburban recreation, holidays on open and closed grounds) and others.

A wide range of activities can be classified according to many criteria, such as type (character, method of implementation), scale and purpose:

- private event (birthdays, children's parties, weddings, etc.);
- event – management (this is planning, organization, control and management of a project or event. Event management is necessary for the event to be exceptional, special);
- event – marketing (event marketing – systematic organization of events as a platform for product (service) presentation in order to use emotional influence to activate the attention of the target group to the product (service). A special event is not just a way to draw the consumer's attention to your brand. Depending from the format and content of the event – this or that positioning of the brand takes place. Moreover, it is much easier, more expressive and "memorable" than with the help of conventional means of advertising (ATL);
- business event (business events, conferences, seminars, specially organized meetings that contribute to the strengthening of business ties, the establishment of relations between market participants, the development of new projects, etc. Business events are held by companies both for solving internal corporate tasks and for foreign

policy – communication with dealers, customers, partners. Business events give companies the opportunity to attract the attention of the business community, to build a serious image of a company that advocates responsible business [4].

There are many formats of business events: organization of press conferences, holding of seminars, conferences, presentations, preparation of forums, congresses, congresses, organization of exhibitions, development of programs for the stay of delegations, business activities for accompanying and serving delegations, etc.);

– special event (special events) are events held with the aim of drawing public attention to the company (organization, group of persons), their activities and products. Special events are designed to disrupt the routine and usual course of life in the company itself and its environment, become an event for target groups of the public.).

Yes, for example O. Shumovich considers the classification of event management activities according to the principle of the goals set by the company and the results obtained (Table 1.1) [4, 5].

Table 1.1

## Classification of event management activities

Event type	Results for participants	Results for organizers
For the press: press conferences, press tours	Getting up-to-date and reliable information first-hand	Attracting press attention; publications; positioning of the company; anti-crisis actions
Field trips: presentations, sales promotion activities	Receiving information about new products and receiving special conditions for purchases	Increase in sales volumes; increasing customer loyalty; attraction of new customers
Entertainment: corporate holidays, intra-corporate holidays for the development of team spirit	Entertainment; communication, team strengthening	Increasing employee loyalty; attracting press attention
Ceremonies: banquets, buffets, anniversaries, reception of guests	Formation of traditions; communion; status support	Raising one's own status

Charities: charity dinners, concerts, fundraising events	Ability to help those in need; communion	Demonstration of social responsibility; attracting press attention
Mass: city holidays, festivals, exhibitions, concerts	Entertainment, communication	Attracting sponsors; cultural support; demonstration of social responsibility
Sports: sports competitions	Recognition of achievements, entertainment	Mass indirect advertising; attraction of tourists; demonstration of social responsibility

This approach is quite often used in practice, as a perspective vision of the desired result always has a positive impact on the selection of measures.

Various authors distinguish many approaches to the classification of event management activities. Each scientist starts from different factors and principles, creating his own vision of this problem. The author does not single out corporate events as a separate element, on the contrary, he seeks to separate their types into separate groups. Thus, he describes events of an entertaining and solemn nature as separate elements in the classification and delimits their similarities by obtaining different results at the end of the event. In turn, V. The musician presents a slightly different, more extended model of classification of event management activities (Table 1.2) [5].

Table 1.2

#### Classification of types of event management

Classification criteria	Types of events	Forms of events
Environment type	Political; corporate; social; cultural; sports	Rally, demonstration, inauguration; presentation, exhibition; charity concert; concerts, festivals; sports competitions, gatherings
The nature of the participants' interaction	Scientific; formal / informal	Seminars, conferences; depend on the type of environment

Scales of the target audience	International, state; corporate; micro events	Summit, conference; official holiday, inauguration; corporate party, promotion
Task	Events that consolidate the obtained results; events aimed at radical changes	Business meeting, reporting conference; presentation of a new product

First of all, it would be appropriate to introduce such a classification feature as the nature of the event, within which team building and business events should be distinguished. The Cambridge Dictionary suggests that team building be interpreted as "the process of encouraging group members to work well together by participating in a variety of activities or games that help the group work together more effectively as a team." Conducting team building activities is aimed at forming a strong and capable team. The key motive here is to achieve the organization's vision and goals. As practical experience shows, managers specializing in team building are hired by companies to develop and implement motivational events for a specific group of employees or the entire organization in general. The experience of successful companies has proven that the leader of any organization should encourage communication and interaction between team members, as well as reduce stress through various team building activities.

Team Technology (2020) offers many different ways to conduct team building activities, which cover the following areas:

- external and internal training;
- master classes;
- social and cultural events;
- public or charitable work;
- activities with a change in work practice;
- activities with a change in the environment for performing tasks;
- individual development and encouragement.

Business events are focused on achieving certain strategic and tactical goals of the company and involve holding various business events to strengthen and maintain ties between the company and partners, consumers, suppliers, contractors, shareholders and other target groups. These can be business meetings, business exhibitions, presentations of new products, other marketing events, conventions, congresses, national and international conferences, shareholders' meetings, etc. Depending on the type of target audience and participants, event managers select specific methods and scenarios for holding the relevant event. Usually, business events have a rather formulaic form, and are also characterized by a formalized nature and design of the action. However, today there are examples of a more creative and free style of conducting them, in which the business component is combined with the entertainment component.

Therefore, the presented typology of events helps to understand the features, goals and specifics of each type of event, which allows better planning of resources, adapting marketing strategies and ensuring successful events. Separation of types of events by scale, target audience, format, subject and purpose enables event managers to create unique solutions adapted to the needs of clients, increasing the efficiency of event organization and achieving business goals.

### 1.3. Conceptual provisions on the construction and use of event management in enterprise management

In modern conditions of business development, event management plays a significant role in enterprise management. Many companies use it to strengthen and maintain competitive positions in the market, brand promotion, and as an effective marketing communications tool.

In Ukraine, the event industry and event management are at the initial level of development and are significantly behind in this context from many more developed countries of the world. However, this does not negate the fact of growing demand for

event services in the country's domestic market, as well as increasing the importance of developing event management at domestic enterprises.

An important prerequisite for the development of event management for business entities is a comprehensive understanding of all its components and factors, which are combined in a single conceptual model (Fig. 1.1). At the same time, as evidenced by the study of theory and practice, scientific developments in this context are characterized only by fragmentation. This complicates both the process of structuring the event management system at the enterprise and the search for ways of its further development. In the analyzed context, it should be noted that event management is a complex hierarchical system of managing various activities of a business and team-building nature in the activities of economic entities. It is obvious that the effectiveness of event management largely depends on its integration into the management system of the enterprise in general.

The conceptual model of the construction and use of event management in enterprise management covers both the factors of the internal and external environment that affect event management, as well as other constituent elements necessary for its effective functioning in the process of enterprise management.

Such constituent elements, in particular, are subjects, objects, various resource provision, goals and objectives, principles, technology and results of event management, as well as structural components of event management, which include tools, technological components, personnel, policy, rules and procedures, indicators and evaluation criteria of event management. One of the key elements of the conceptual model of building and using event management in the management of the enterprise of the model is its subjects. First of all, it should be noted that event management subjects can be both internal to the company and external. M. Walker (Eventbrite, 2019) notes that three main professional players operate in the market of event services: event organizers, event managers and event coordinators [6].

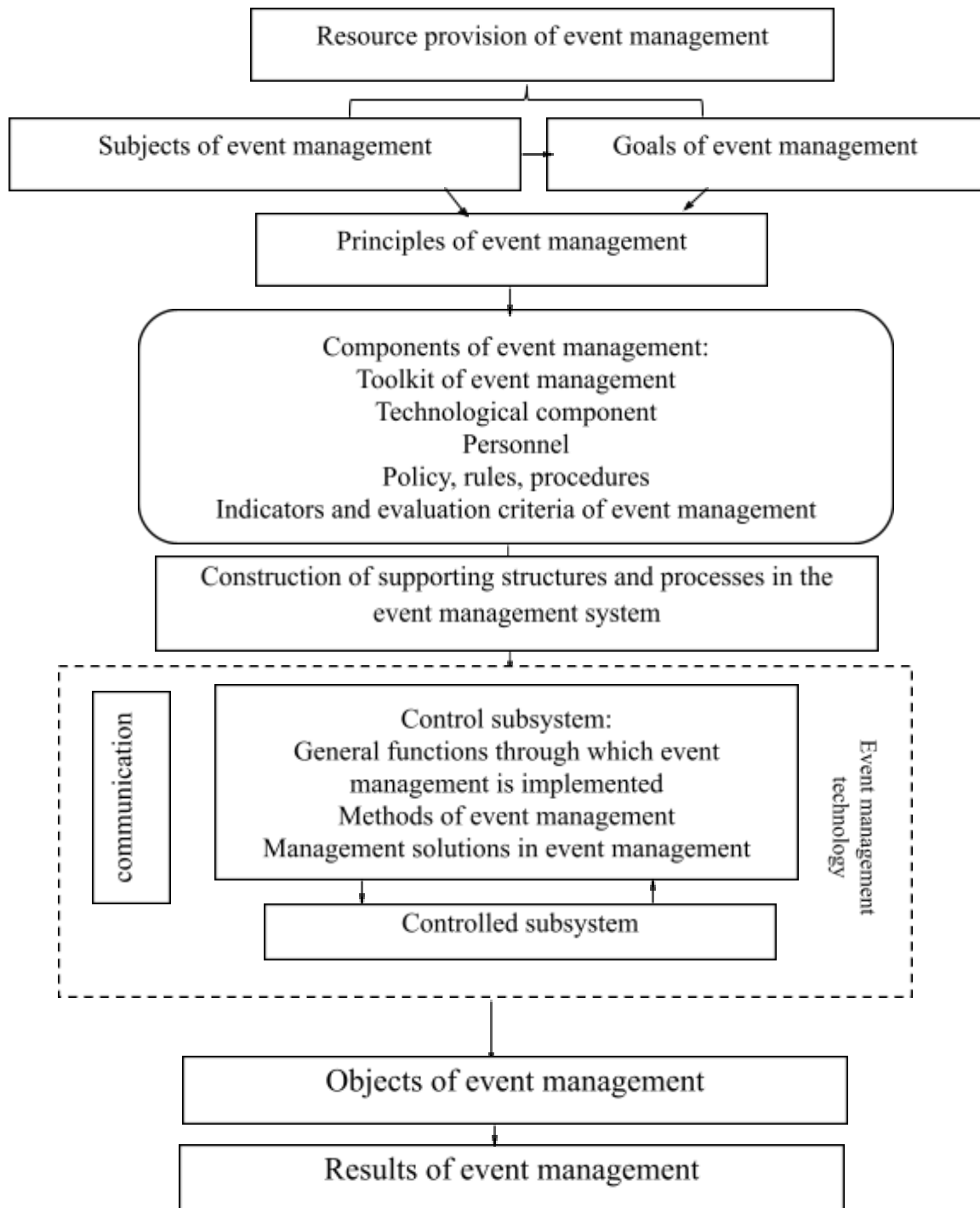


Fig. 1.1. Conceptual model of construction and use of event management in enterprise management.

These concepts are often confused and used for the wrong purpose. An event organizer can be either a person who decided to hold an event and works independently (for example, the head of an enterprise) or a division of a company whose functional

duties include holding events, as well as an event company (subject of the external environment), which specializes in holding events. An event organizer can hire event managers or have them on their team to help ensure the success of the event. An event management company usually manages a full range of related services and processes from start to finish. Often an event management company can be hired by a well-known brand, another agency (such as a marketing or advertising agency), a venue or even a travel company. Companies that provide services in the field of the event industry are most often involved because of their extensive contact base, their experience and their ability to ensure the continuity of the event without complications. Although the end user of event services (eg, a brand, company, institution, etc.) may be aware of the purpose of the event, they may often not know how to achieve it. That's when an event company is involved with its experience, skills, knowledge and skills.

Some of the areas that an event company can manage include: setting (and sticking to) the event budget, using sales venues, managing additional service providers (lighting, audiovisual, catering, health and safety, event staff), design and styling, marketing and promotion organization, risk assessment and management, on-site event management, post-event analysis, etc.

Organizational structure and relationships between management levels are extremely important in the formation and development of event management at the enterprise. The work involved in planning, organizing and executing a large-scale event can be significant enough to require the recruitment of a large team of people. Team members can be involved on a full-time, part-time, contractor or volunteer basis. At the head of the team is the event manager, whose task is to group all the people together for a certain period of time to complete specific tasks. Smaller events will obviously require a much smaller team.

Scientist in the field of management L. Isaac suggests that for maximum efficiency, the event team should be divided into 7 components: program managers, venue managers, equipment and facilities managers, promotion managers, formal affairs managers, catering managers and sales managers [7].

If the event is large-scale, each structural unit includes more people, but they still perform the indicated basic functions of the system. In addition, with small modifications, the same organizational structure can be applicable for holding different types of events, such as conferences, scientific forums, parties and others. An important aspect of the above model L. Isaac is that when managing large-scale events and a significant number of employees, each department has its own event coordinator who oversees the work of the entire group.

It is possible to involve temporary staff in event management. The personnel of each company determines its competitive potential, as well as its competitive advantages. Since the success of the event company's activity is based on the holding of each individual event, it will be appropriate to attract, in addition to permanent employees, a temporary workforce, which will be disbanded after the order is fulfilled. This will ensure cost savings for the enterprise and constant monitoring of labor resources on the market. The success of the event will largely be determined by how well each member of the event team performs their tasks before and during the event. Although the event plan may anticipate and contain detailed information about each task to be completed, the event manager still needs to ensure that each task is understood and completed within the established constraints. The nature of event management is that a single small task, poorly executed, can have a significant impact on the overall success of the event. Although the event manager has full responsibility for all matters relating to the event, he will not be able to be in all places at the same time.

Instead, L. Isaac suggests that the event director develop a system that will result in:

1. Selection of suitable people for the event team, which may include performers working on a paid or unpaid basis.
2. Acquaintance of all event personnel with their job instructions. Job descriptions must be created before posting a job advertisement.
3. Training for all members of the event team as needed. This includes the general induction training of the group, as well as the training of each specific position in the

team. The degree of training depends on many factors, such as responsibilities, level of experience, scope of the event, etc.

4. Creation and use of an event control system that will help determine all tasks that should be implemented, distribute tasks among participants, give the opportunity for staff to independently check the level of task performance, provide feedback to the event manager when tasks are completed, as well as feedback communication in the event of problems of any nature.

5. Organization of meetings and reports of the event team and the event manager. Meetings are essential for the event manager to resolve any issue that may affect the success of the event as early as possible.

HR managers at the enterprise play a key role in event management activities. According to the British magazine HRnews, the HR manager in the event team is responsible for performing several important tasks: recruitment and staffing of event performers, ensuring the safety of the event, solving tasks related to physical exertion during events. Let's consider each of them in more detail [6].

1. Recruitment and staffing of event performers includes: placing an announcement about vacant positions, drawing up a schedule for timely provision of the process by event performers, their preliminary training and training. Events usually require a dedicated event manager, as well as a manager of finance, logistics and technical staff. Depending on the type and scale of the event, it may be necessary to involve security, catering and administrative staff, as well as service staff (especially if it is a large event). Depending on whether the staff is permanent, temporary or fixed-term, it is necessary to prepare appropriate contracts, timely payment for labor, familiarization with policies and procedures related to the employment of employees, health, safety and the process of conducting the event .

2. Ensuring the safety of the event is a complex area of activity of the HR manager, since, for example, the holding of the event may be associated with the use of special equipment, including documentation procedures for any injuries or possible accidents. HR professionals will need to ensure effective risk assessment and staff

training – how to handle specific equipment, the maximum possible number of hours it can be worked on, etc. (HSE, Health and Safety Executive).

3. Solving tasks related to physical exertion during events. Staff supervising event performers must also ensure that any heavy lifting and moving of loads or other physical exertion is within the capabilities of each participant. They must ensure that every member of the event team working on such tasks is physically able to perform their work safely. The object of event management is the very events of a business and team-building nature. As mentioned in the previous section of the work, they can be classified according to various classification features. It is important to understand which audience the event is aimed at. This audience usually depends on the purpose of the event – for example, to launch a new product or service, celebrate the achievements of employees or demonstrate expertise in a certain industry.

Before planning any event, you should first define its goals and objectives. As the study of practical experience shows, many event managers carry out the planning process, bypassing or ignoring this important area of work.

The Social Tables platform highlights a number of key issues that should be taken into account when setting and defining the goals and objectives of a specific event:

- 1) why will this event take place?
- 2) why are participants interested in participating in this event?
- 3) what key information and experience should the visitor leave the event with?
- 4) how exactly will a specific company measure the success of the event?

When working with the goals of event management, you should focus on what exactly the company can fully control. For example, it is impossible to really control when holding an annual event how many visitors will decide to return to the company's conference next year. However, it is possible to estimate the number of sales made before, during and after the conference. It is also possible to establish how many qualified business partners and clients the enterprise received, with how many of them the team of event managers continued cooperation the following month after the event. By defining goals according to the SMART method, which are clear, measurable, achievable, realistic and tied to specific time frames [8].

For example, 1) strengthening the presence of the company in social media; 2) increasing the company's income; 3) increasing customer satisfaction with the services provided or the goods consumed; 4) strengthening of business relations.

At the same time, event management is connected not only with corporate goals, but also team building goals. In this case, it is worth talking about the achievement of the so-called team-building effect (the effect of the integrity of the team, its unity, cohesion, etc.). If we consider the goals of event management from the point of view of an external event company, the key goal of its implementation of events is to ensure the profitability of its activities. Without clearly established and clear goals for the company, event management will be fragmented and unfocused. Guided by the set goal, event managers determine the content and direction of events. Goals are the so-called characteristics of the desired end state of the event. To measure and evaluate the goals of the event, it is worth using KPI ("key performance indicators" from English – "key performance indicators"). Regardless of the goal, one or more key KPIs will be appropriate for the needs of any business.

Examples of such KPIs are:

- the total number of large clients acquired at the event;
- level of satisfaction with the event by sponsors;
- the number of mentions and hashtags of the event in social networks;
- total number of registrations for the event;
- feedback from the participants of the survey regarding the satisfaction of the speakers of the event;
- received gross income;
- the number of active members of the community created within the framework of the event after the event;
- ratio of expenses and income;
- for periodic events – the number of visitors who visited the event repeatedly;
- the number of new customers after the event;
- the number of visits to the website before and after the event and others.

The principles of event management based on the study of theory and practice include the following: – the principle of goal-directed activity; – the principle of taking into account the needs and interests of all process participants; – the principle of motivating all subjects of event management; – the principle of interdependence of all components of event management; – the principle of systematic actions in the event management process; – the principle of correct selection of personnel and their placement during events; – the principle of economic activity in the process of event management and others.

The development and application of event management tools is based on the unity, systematicity and universality of the process of influence of the management system on the managed, applied use of the overall potential of the enterprise and its results by the widest range of subjects of this type of management. During the practical application of the event management tools in the process of development and implementation of a specific project, it is necessary to clearly and clearly distribute the powers and ensure proper coordination between all constituent elements. This will be helped by the rules, procedures and general policy created at the enterprise, which ensure the preservation of a clear framework for conducting event activities.

Therefore, the formed conceptual model of building and using event management in enterprise management enables event management subjects and enterprise managers to identify the necessary resource provision, goals, tools, policies, rules, procedures, indicators, criteria, etc. for more effective implementation of event activities.

## CHAPTER 2

### ANALYSIS OF THE FORMATION AND DEVELOPMENT PROCESSES OF THE BANK'S EVENT MANAGEMENT

#### 2.1. General characteristics of JSC CB "PrivatBank"

Joint-stock company commercial bank "PrivatBank" is the largest state-owned bank of Ukraine in terms of assets and number of clients. Although the main focus is on the retail segment, the bank is also actively developing services for small and medium-sized businesses and selectively works with corporate clients. JSC CB "PrivatBank" operates on the basis of a license issued by the NBU in March 1992. In 2018, the bank changed its organizational and legal form from a public joint-stock company to a joint-stock company. As of June 30, 2024 and December 31, 2023, the only shareholder of the bank is the state of Ukraine, represented by the Cabinet of Ministers, which manages corporate rights [9].

As of June 30, 2024, 1,196 separate divisions of the Bank, including 9 branches, 1 representative office, and 1,186 offices, were registered in the State Register of Banks. Of these, 76 temporarily ceased operations, including: 19 in Luhansk, 18 in Donetsk, 2 in Dnipropetrovsk, 21 in Zaporizhia, 14 in Kherson, 1 in Kharkiv, and 1 in Sumy regions. For comparison, as of December 31, 2023, there were 1,209 units, of which 77 were temporarily inactive [9].

Figure 2.1 presents the organizational structure of JSC CB "PrivatBank" as of July 21, 2023. [10].

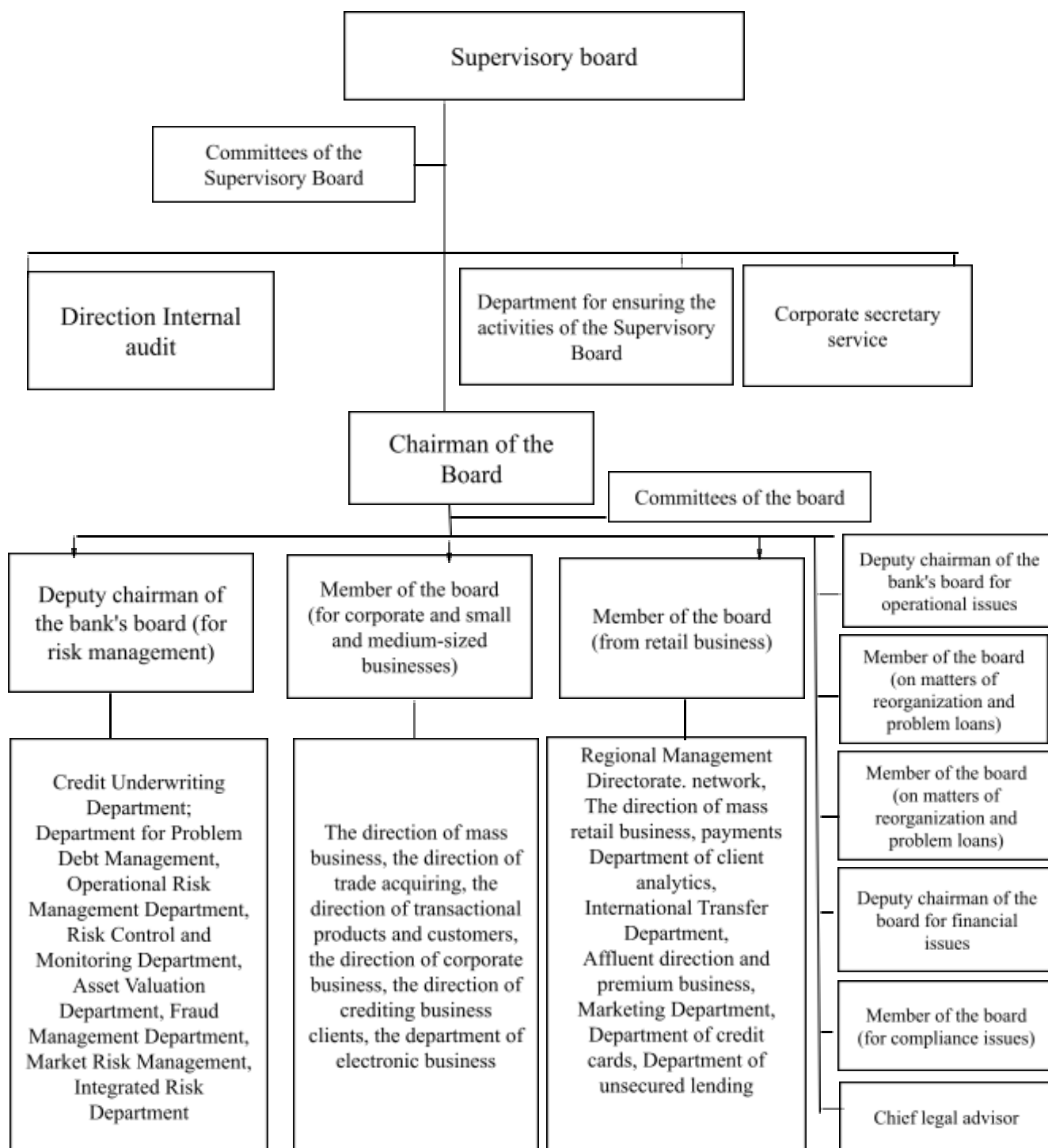


Fig. 2.1. Organizational structure of JSC CB "PrivatBank".

The management structure of the bank consists of the following divisions:

- The highest governing body is the state represented by the Cabinet of Ministers, which protects the rights of shareholders and determines strategic development;

– Supervisory board – responsible for strategic management and control, accountable to a higher body. HeadSupervisory Board of the bank – Nils Melngailis;

– The bank's management board – carries out daily operational activities and is accountable to the supervisory board and the higher authority. The Chairman of the Bank's Management Board is Gerhard Bösch.

A bank's brand is usually the responsibility of the marketing or communications department, in particular the brand and reputation management team. In JSC CB "PrivatBank" it is a marketing department that develops promotion strategies, monitors the bank's image, conducts advertising campaigns and interacts with the media. The top management of the bank is also responsible for approving the general direction of brand development and market positioning.

Further in table 2.1. we will present the dynamics of the main balance indicatorsJSC CB "PrivatBank" for the last 3 years [11–12].

Table 2.1

Dynamics of balance indicatorsJSC CB "PrivatBank", mln. UAH

Indicators	2021	2022	2023	Deviation 2023–2022
<i>Total assets</i>	<i>401296</i>	<i>540596</i>	<i>680008</i>	<i>139412</i>
Money	52835	94191	152282	58091
Loans and advances to banks	26243	103837	134237	30400
Loans and advances to customers	68218	68084	92019	23935
Investment securities	222277	239752	271847	32095
Basic means	6074	5228	5127	–101
Intangible assets	1288	1386	1563	177
<i>Total commitment</i>	<i>334681</i>	<i>482807</i>	<i>595162</i>	<i>112355</i>
Client funds	325303	471970	555525	83555
<i>Total equity</i>	<i>66615</i>	<i>57789</i>	<i>84846</i>	<i>27057</i>
Authorized capital	206060	206060	206060	–

According to the data in Table 2.1, it can be concluded that the total assets of JSC CB "PrivatBank" increased by 139.4 billion. UAH in 2023, reaching 680 billion UAH compared to 540.6 billion UAH in 2022 and 401.2 bln. UAH in 2021 In 2023, loans and

advances to banks increased by 30.4 billion. UAH It is also worth noting the increase in investments in securities by UAH 32.1 billion in 2023, emphasizing the bank's active investment policy. The bank's liabilities in 2023 increased by UAH 112.4 billion, most of which are customer funds, which reflects the growth of trust in the bank. In addition, equity increased by 27.1 billion. hryvnias, which indicates an increase in the bank's financial stability.

In figure 2.2. the bank's profitability indicators for 2021–2023 are given. [11–12].

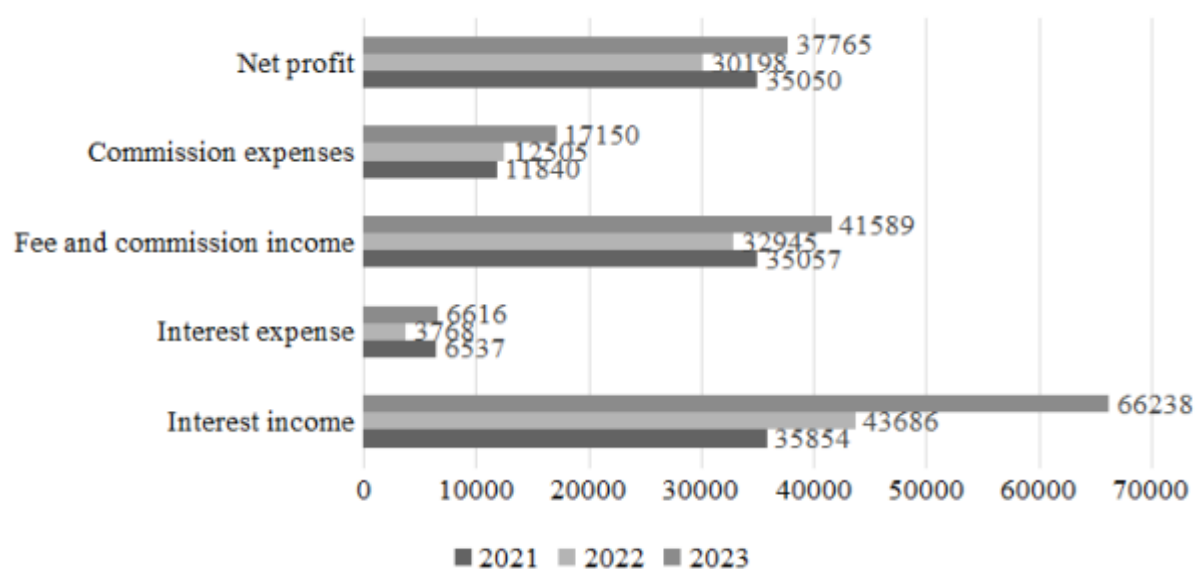


Fig. 2.2. Profitability indicators of JSC CB "PrivatBank", mln. UAH

In 2023, interest income increased by 22.6 billion. hryvnias, reaching 66.2 billion hryvnias, which indicates a more efficient use of the bank's loan and other assets. Although interest expenses increased by 2.8 bln. hryvnias, their growth was lower than income growth, which had a positive effect on net interest income. Commission income increased by 8.6 billion. hryvnias, reaching 41.6 billion UAH., thanks to the increase in the volume of transaction services. Commission expenses increased by 4.6 billion. hryvnias, but their growth rates were lower than revenues, which contributed to the growth of net commission income. The bank's net profit increased by 7.6 billion. UAH and amounted to 37.8 billion. hryvnias, which indicates an improvement in financial efficiency, despite difficult conditions. The bank is steadily increasing interest and commission income, which has a positive effect on its financial indicators.

In figure 2.3. the bank's economic standards for 2022–2023, which are established by the National Bank of Ukraine [13–14], are given.

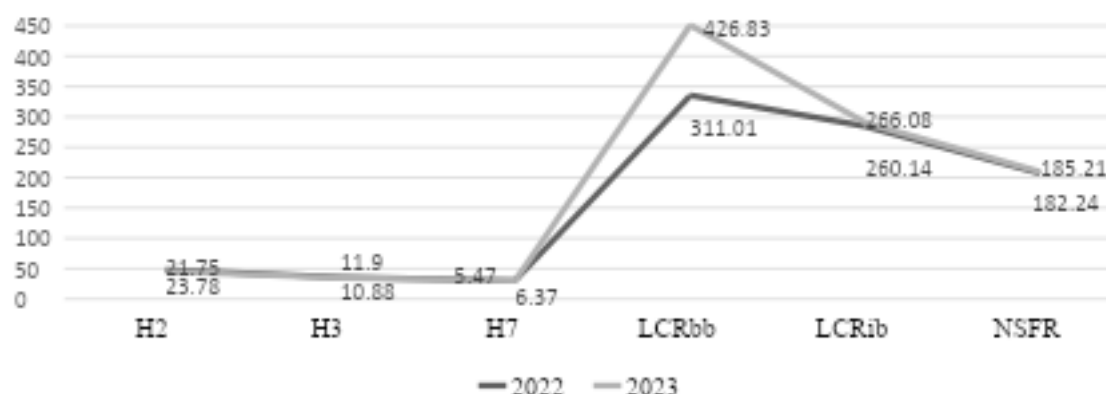


Fig. 2.3. Economic norms of JSC CB "PrivatBank" for 2022–2023, %

So, in 2023, the regulatory capital adequacy ratio (H2) was 21.75%, which is significantly higher than the minimum 10% of the NBU, indicating the bank's ability to effectively cover risky assets and manage financial risks. Other indicators also comply with NBU regulations, confirming the bank's stability. The LCRib and LCRbb liquidity ratios are 266.08% and 426.83%, which is significantly higher than the required 100%, and the NSFR is 185.21%, which indicates the availability of stable funding sources. The above indicators confirm the bank's high level of financial stability and its readiness to cope with potential financial risks in unstable conditions.

In general, JSC CB "PrivatBank" has a reliable financial base and sufficient equity capital to conduct its activities in accordance with the regulations of the National Bank of Ukraine. The results of 2023 indicate the stability of the bank, as the total volume of assets exceeded 680 billion. UAH Net profit increased by 7.6 billion. hryvnias, reaching 37.8 billion UAH., which indicates an improvement in financial efficiency, despite the challenges.

## 2.2. Evaluation of the event management indicators of JSC CB "PrivatBank"

The evaluation of event management indicators is an important element of the analysis of the effectiveness of marketing and communication activities of any company, in particular JSC CB "PrivatBank". In modern conditions, the banking sector actively uses event management to strengthen its brand, attract new customers and maintain the loyalty of existing ones. The study of indicators, such as the number of events held, the involvement of the target audience, the level of brand recognition and client activity, allows you to assess the effectiveness of the bank's event strategy.

First, let's analyze the market environment and the position of JSC CB "PrivatBank" on the financial market.

According to the Bank Sustainability Rating of the Ministry of Finance portal, in the second quarter of 2024 PrivatBank JSC took 6th place with a total score of 4.05, losing to Ukrsibbank, Credit Agricole Bank, Raiffeisen Bank, Credo and OTP (Fig. 2.4) [15].

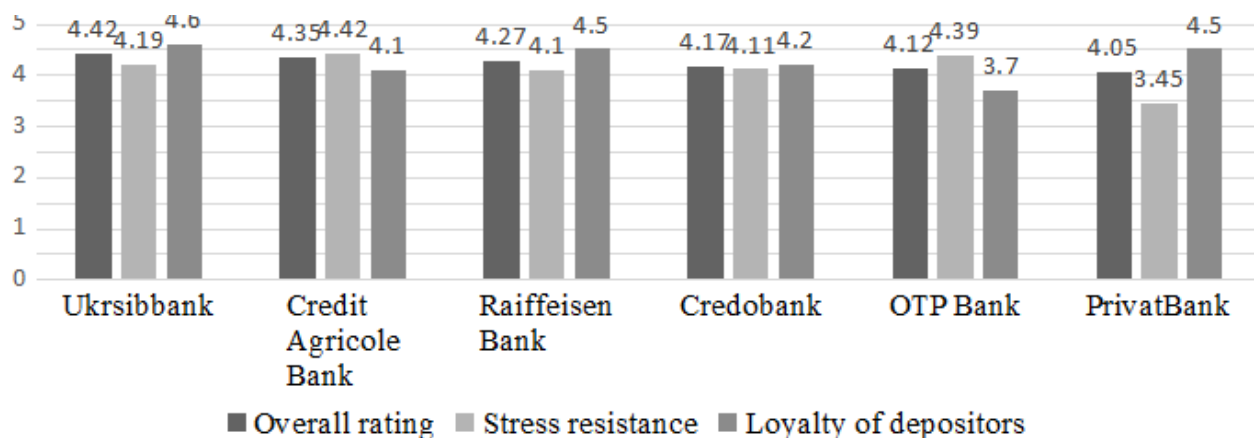


Fig. 2.4. The position of JSC CB "PrivatBank" according to the rating of stability of banks.

In table 2.2. indicators of loyalty of bank depositors are given in more detail.

Table 2.2

## Loyalty indicators of depositors JSC CB "PrivatBank"

Indicators	2nd quarter of 2023		2nd quarter of 2024	
	%, million UAH	points	%, million UAH	points
1. The bank's share in the retail segment of deposits	35.97%	5	36.48%	5
2. Absolute increase in the volume of retail deposits during the quarter	17890.97 mln. UAH	3	25119.55 mln. UAH	5
	-\$165.57 million		20.33 million USD	
3. Relative increase in the volume of retail deposits during the quarter	7.41% UAH.	3	8.75% UAH.	3.5
	-6.34% USD		0.78% of USD	
4. Experience in the market	since 1992	5	since 1992	5
5. Payment reputation of the bank		3	–	4
<i>Total score</i>		3.8		4.5

The overall depositor loyalty score of JSC CB PrivatBank increased from 3.8 in 2023 to 4.5 in 2024, which indicates an increase in depositors' trust and an improvement in the bank's market position. The bank's share in the market of retail deposits increased to 36.48%, remaining at the highest level on the rating scale (5 points). The absolute growth of retail deposits increased significantly, reaching UAH 25.1 billion, which also raised the rating to 5 points. Relative deposit growth increased to 8.75%, but the rating score increased to only 3.5. The bank's payment reputation improved, which raised its rating from 3 to 4 points.

Therefore, the increase in the level of loyalty of depositors has a positive effect on the brand of PrivatBank JSC CB, increasing the trust of customers and strengthening its reputation in the eyes of both existing and potential customers, which helps the bank to consolidate its leadership position and improve its image in the banking sector of Ukraine.

Let's consider the position of JSC CB "PrivatBank" in the Rating of the most reliable banks of Ukraine according to Forinsurer's version in August 2024. The bank

ranks 1st in the Top–10 reliable banks for individuals and 4th among banks for legal entities [16].

According to the NBU, there are 24.1 million employees in the state JSC CB "PrivatBank". depositors who keep 487 bln. UAH

JSC CB "PrivatBank" occupies the first positions in the TOP–25 leading banks of Ukraine according to the version of the "Financial Club" rating, which also indicates a leading and stable financial position and the growing trust of clients in the bank (Table 2.3) [17].

Table 2.3

TOP–25 leading banks of Ukraine according to the "Financial Club" rating version, 2023, units, million UAH

Bank	Number of nominations	Final rating score	Number of operating branches	Number of own ATMs	Amount of assets	Amount of loans issued	Amount of funds raised from clients	Profit/losses after taxation
PrivatBank	16	4122.7	1199	7298	777563	84311	488394	34399
Savings Bank	14	3980.4	1159	2798	335579	80749	266629	8236
PUMB	14	3692.4	209	507	143717	44952	109735	4427
Ukrsibbank	9	3543.7	201	728	142383	11824	117293	4291
UkrGasbank	14	3379.8	218	657	172854	60217	136902	2886
Meaning bank	11	3376.1	139	448	95782	36342	63234	5360
Raiffeisen Bank	13	3343.8	298	1460	193923	49823	152269	3817

According to the results of 2023, the bank had 1199 operating branches and 7298 of its own ATMs, which provides convenient access to banking services for customers. The total amount of the bank's assets is 777.6 billion. hryvnias, and the volume of loans issued reaches UAH 84.3 billion. hryvnias, which indicates the bank's significant role in lending and financing the economy. The amount of funds raised from clients is 488.4 billion. hryvnias, which confirms the confidence of depositors and the stability of financial flows.

Thus, JSC CB "PrivatBank" demonstrates a strong position on the market, a high level of trust from clients and a stable financial condition, which emphasizes its status as a leader among Ukrainian banks.

Next, we will analyze the value of the JSC CB "PrivatBank" brand by rating TOP–50 most expensive brands of Ukraine in 2024 (Fig. 2.5)[18].

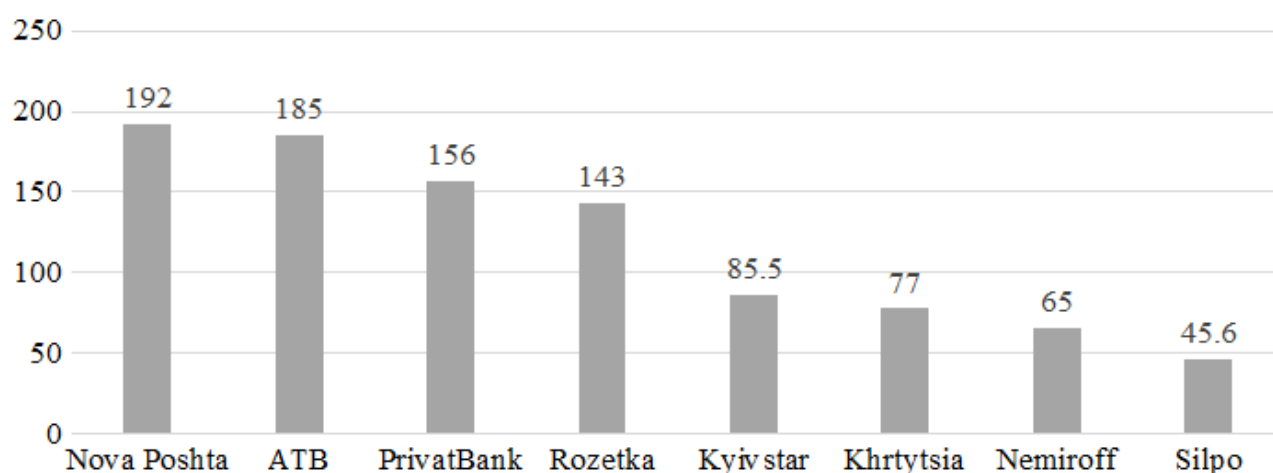


Fig. 2.5. The position of JSC CB "PrivatBank" in midTOP–50 most expensive brands of Ukraine in 2024, mln. USD

Based on the data presented, it is worth noting that the brand JSC CB "PrivatBank" has a value of 156 million. USD, which puts it in third place among other brands, second only to "Nova Poshta" (\$192 million) and "ATB" (\$185 million), which indicates the bank's strong position in the market and high recognition among customers. The high value of the brand confirms the trust of customers, an effective marketing strategy and the quality of the services provided. As a leader in the banking sector, JSC CB "PrivatBank" has significant potential for further development and strengthening of its market position, thanks to which it can attract new customers and maintain the loyalty of existing ones. In general, the value of a bank's brand indicates its importance in the Ukrainian economy and financial system.

Table 2.4 shows the rewards of JSC CB "PrivatBank" from the FinAwards Award in 2024 [19].

Table 2.4

## Awards of JSC CB "PrivatBank" from the FinAwards Award in 2024

Nomination	Place in the rating		
	1st place	2nd place	3rd place
The best bank for FOP clients	JSC CB "PrivatBank"	Monobank	Ukrsibbank
The best bank for legal entities	Savings Bank	JSC CB "PrivatBank"	Credobank
The best cash loan	JSC CB "PrivatBank"	OTP Bank	Unex Bank
The best technological solution for accepting payments offline	EasyPay	city24 (ToV Swift Garant)	Terminal application from PrivatBank
Card #1 in the wallet	Monobank	JSC CB "PrivatBank"	PUMB
The best mobile bank	Monobank	JSC CB "PrivatBank"	Sense Bank, Abank
Best support service	Monobank	JSC CB "PrivatBank"	Abank
The best retail business manager	Dmytro Polishchuk Deputy Chairman of the Board PUMB	Dmytro Musienko Member of the board for retail business PrivatBank	Anton Tyutyun Deputy Chairman of the Board, responsible for the retail business of Oschadbank

So, the awards received from the FinAwards in 2024 have a positive effect on the bank's brand, as they confirm the high quality of services and innovativeness of its activities. Awards serve as confirmation of the bank's professionalism and its ability to satisfy the needs of customers, which in turn increases consumer confidence and strengthens the bank's reputation on the market. In addition, the rewards received can become an important marketing tool that attracts new customers and helps retain existing ones. Recognition in professional awards demonstrates the competitive

advantages of PrivatBank, which helps it occupy a leading position in the financial sector of Ukraine.

The brand of the bank and the brand of the employer JSC CB "PrivatBank" are closely related and interact, creating a single image on the market. A bank's brand reflects its reliability, service quality and customer trust, while an employer's brand shows the bank's attractiveness to potential employees, its corporate culture and development opportunities. If a bank has a positive employer brand, it strengthens the overall reputation of the bank, because highly qualified professionals seek to work in a company with strong values, an innovative approach and stability. At the same time, a successful bank with a strong market brand attracts talent, which in turn increases its efficiency and innovation, which positively affects the reputation of both the bank and the employer.

The next step is to analyze the positions of PrivatBank JSC in the rating of the most attractive employers in the banking sector of Ukraine, presented in the TOP-50 best HR brands according to Forbes in the period from 2021 to 2024 (Table 2.5). [20–23].

Table 2.5

## TOP of the best HR brands of Ukrainian banks in 2021–2024

No	Bank	A place among the Top-50			
		2021	2022	2023	2024
1	ProCredit Bank	3	21	–	–
2	PUMB	13	12	31	14
3	PrivatBank	20	38	–	–
4	Ukrsibbank	25	44	35	47
5	Ukrgasbank	33	41	39	
6	Bank "Southern"	35	37	49	45
7	OTP Bank	37	47	–	–
8	Credit Agricole	41	49	–	–
9	Raiffeisen Bank	47	27	46	–
10	Alfa Bank	49	43	–	–
11	Credobank	–	46	–	–
12	Uniq				24
13	A-Bank				49

So, in 2023–2024, only five banks of Ukraine were able to get into the list of Top 50 best employers, which is significantly less than in 2022, when 11 banks were

included in this list. JSC CB "PrivatBank" took 20th place in 2021, which testified to its attractiveness as an employer at that time. However, in 2022, its position dropped to 38th place, and in 2023 and 2024, the bank did not enter this rating at all. The decline in the ranking indicates that competition for talent in the banking sector is increasing. Other banks, such as ProCredit Bank and PUIB, are showing changes in their attractiveness to employees, which may indicate the need for PrivatBank to improve working conditions and talent attraction programs. In conclusion, although PrivatBank JSC remains one of the leading banks in Ukraine, it should take measures to improve its position in employer ratings in order to maintain and strengthen its attractiveness in the labor market.

The strategic integration of the principles of sustainable development into the bank's activities not only strengthens its financial indicators, but also makes the brand more attractive and sustainable in the eyes of society and the market.

Thus, in 2023 JSC CB "PrivatBank" allocated 307.5 mln. UAH own funds for charity, which were aimed at strengthening the country's defense capabilities and providing humanitarian aid (Table 2.6) [11].

Table 2.6.

## Charitable initiatives and programs of JSC CB "PrivatBank" in 2023.

Direction	The results of the bank's activities
1. Program "Assistance to Hospitals and Medical Institutions of Ukraine"	UAH 48.7 million was collected, with which medical equipment was purchased and delivered to 30 medical institutions in different regions of Ukraine.
2. "Aid of the Armed Forces"	Over 1 billion hryvnias were transferred within the framework of the partnership program.
3. "Collection for Superhumans" program	UAH 30 million was collected for the Superhumans Center modern prosthetics clinic, and another UAH 20 million was transferred by the bank for this purpose.
4. "Give light to children" program	More than 15 million UAH were collected, which were used to buy tablets for learning and development, as well as safety backpacks for children who lost their parents as a result of the war.
5. Collection program for "Angry Birds"	More than 35 million were collected. UAH on drones of domestic production for the ranks of the Armed Forces.
6. The program "Assistance to victims in	More than 35 million hryvnias were collected to help the affected Ukrainians after the attack on the city in January

Dnipro"	2023, of which 15 million hryvnias were contributed by PrivatBank.
7. "Helping Hand" program for employees	Aimed at supporting employees in case of treatment or emergency situations.

In addition, in 2023, PrivatBank identified the development of barrier-free accessibility as a priority in corporate social responsibility. The bank has developed a barrier-free strategy and started its implementation, focusing on the following areas: improving the customer journey, physical and digital accessibility, mental health support, employment of persons with disabilities and veterans, as well as the development of tolerant communication in the bank.

In 2023, PrivatBank conducted an audit of its digital services for compliance with the WCAG 2.1 accessibility standard in order to ensure maximum access to web content for a wider range of people with disabilities, in particular to adapt it for the blind and visually impaired, those who are hard of hearing or have hearing impairments, those with mobility impairments, speech impairments, light sensitivity and combinations of these conditions. The results showed that the bank's digital services correspond to 40% of level A and 35% of level AA. PrivatBank plans to improve these indicators and achieve compliance with the AA level next year [11].

Thus, JSC CB "PrivatBank" demonstrates a leading position in the banking sector of Ukraine, which confirms its strong brand and positive reputation. Thanks to successful event management, the bank strengthens its presence on the market, actively attracting new customers and increasing the loyalty of existing ones. In the second quarter of 2024, "PrivatBank" took 6th place in the stability rating of banks according to the version of the Ministry of Finance portal, maintaining high indicators of reliability and trust. The increase in the depositor loyalty score from 3.8 in 2023 to 4.5 in 2024 indicates an increase in the level of customer satisfaction, which has a positive effect on the bank's brand. The bank's share in the market of retail deposits reached 36.48%, which is the highest indicator in the industry.

In addition, the PrivatBank brand is valued at \$156 million, which puts it in third place among the most recognizable brands in Ukraine. Leadership in such ratings helps

strengthen the bank's competitiveness and increase its stability in the market. The positive dynamics of customer loyalty and high brand value reflect trust in the bank, which helps PrivatBank consolidate its position as one of the leaders of the banking sector of Ukraine and strengthen its image on the market.

### 2.3. Analysis of advertising campaigns JSC CB "Privatbank"

Advertising campaigns play a key role in building the bank's brand, increasing its recognition and attracting new customers. In the context of today's financial environment, where competition is growing and consumer needs are changing, it is important to examine how JSC CB Privatbank adapts its advertising strategies to achieve business goals.

First, let's analyze the expenses of JSC CB "PrivatBank" in order to determine the level of its marketing activity in the market of banking services (Fig. 2.6) [24–25].

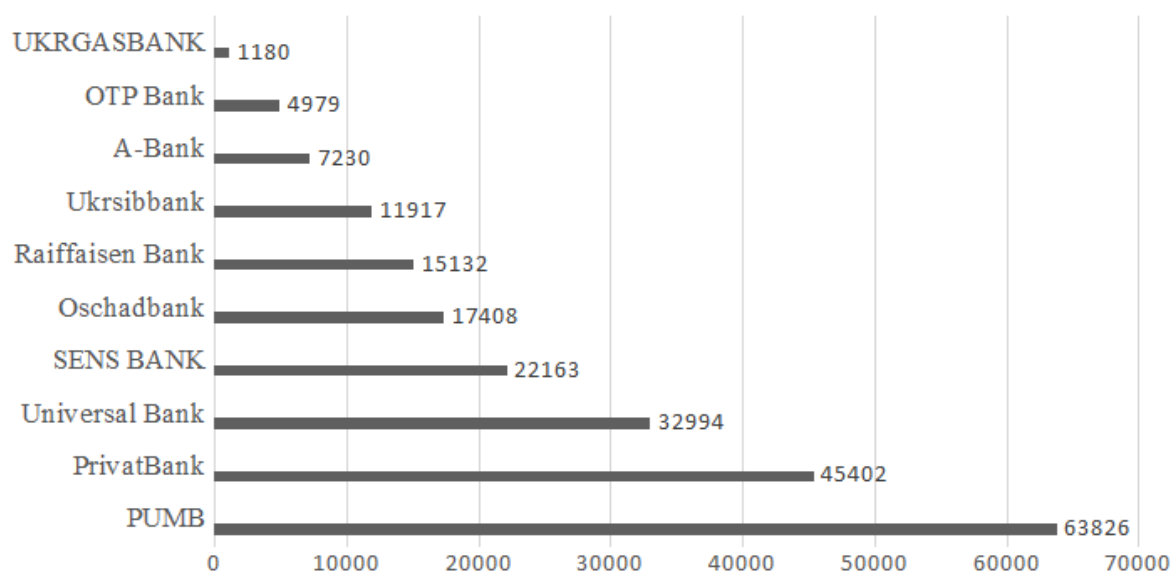


Fig. 2.6. Marketing and advertising expenditures of the top ten banks by the number of individual clients in 2023, thousand UAH

According to the results of 2023, the undisputed leader on the market became FUIB, which spent 63.825 million on advertising and marketing. UAH For comparison,

the state JSC CB "PrivatBank" took second place, investing 45.402 million. hryvnias, JSC "UKRSIBBANK" occupies the seventh position in terms of marketing expenses, having invested UAH 11.917 million. UAH during seven months of 2023.

Thus, even in wartime, banks resumed advertising activities, focusing on maintaining their brands and attracting new customers. Marketing expenses in this difficult period emphasize the importance of active communication with the target audience and the readiness of financial institutions to adapt to new market conditions.

Let's analyze the marketing and advertising expenses of JSC CB "PrivatBank" for 2020–2023. (Table 2.7) [11–12].

Table 2.7

Marketing expenses of JSC CB "PrivatBank" for 2020–2023, thousand UAH

Costs	2020	2021	2022	2023	Deviation 2023–2022
Advertising and marketing	110	151	81	132	+51
Total administrative and operational costs	16681	2348	10473	10946	+473
Specific weight,%	0.66	6.4	0.77	1.1	+0.33

In 2023, the bank spent 132,000 hryvnias for marketing and advertising, which is 51 thousand UAH more compared to the previous year. Although 2022 saw some decline in advertising spending, the bank resumed its efforts in this area in 2023. Advertising and marketing expenses, as a proportion of total administrative and operational expenses, increased from 0.77% in 2022 to 1.1% in 2023, indicating the growing importance of marketing strategies in the bank's overall budget.

Therefore, the increase in marketing costs indicates the desire of JSC CB "PrivatBank" to maintain and strengthen its brand, as well as to actively attract new customers even in difficult economic conditions.

Next, with the help of the Similarweb online platform, we will conduct an analysis of the site of JSC CB "PrivatBank". The top social networks that direct traffic

to the analyzed website of JSC CB "PrivatBank" from desktop computers are shown in Figure 2.7 [26].

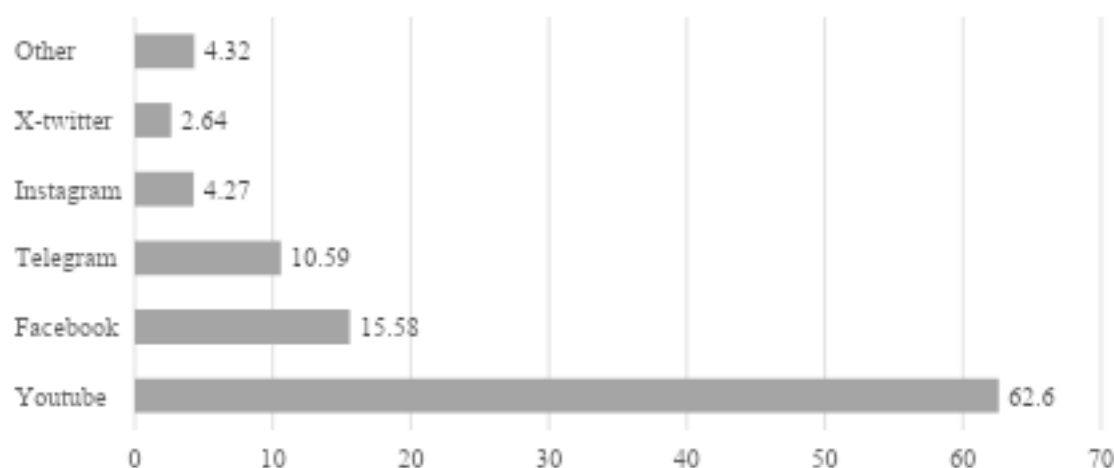


Fig. 2.7. Top social networks that direct traffic to the website of JSC CB "PrivatBank", August 2024, (%)

Therefore, JSC CB "PrivatBank" demonstrates high activity on YouTube, where its share is 62.6%, which indicates the importance of this platform for attracting an audience. Telegram is also a popular communication channel for the bank (10.59%), underscoring its emphasis on quick interactions with customers. PrivatBank actively uses Instagram (4.27%), which indicates its interest in visual channels and a younger audience. In addition, the bank is present on the X platform (2.64%), which adds diversity to its digital strategy and underlines a comprehensive approach to social media presence.

Next, we will analyze the topics of communications of the studied banks, namely:

1. Branded communications – marketing messages that are clearly associated with a specific brand or company. They use logos, slogans, corporate colors and other elements to create brand awareness and loyalty. Branded communications help to form a strong image, increase brand awareness and stand out from the competition. For example, advertising campaigns with a clear company logo or branded publications in social networks increase trust and recognition.

2. Non-branded communications – messages that do not focus on a specific brand, but rather on general information, products or services. Such communications are often used to attract new customers who are not yet familiar with the brand, or to promote specific products or services without direct association with the company. Examples include articles, ads, or content that focuses on solving customer problems without explicitly mentioning the brand.

Figure 2.8 presents the topics of communications of JSC CB "PrivatBank" for August 2024. [26].

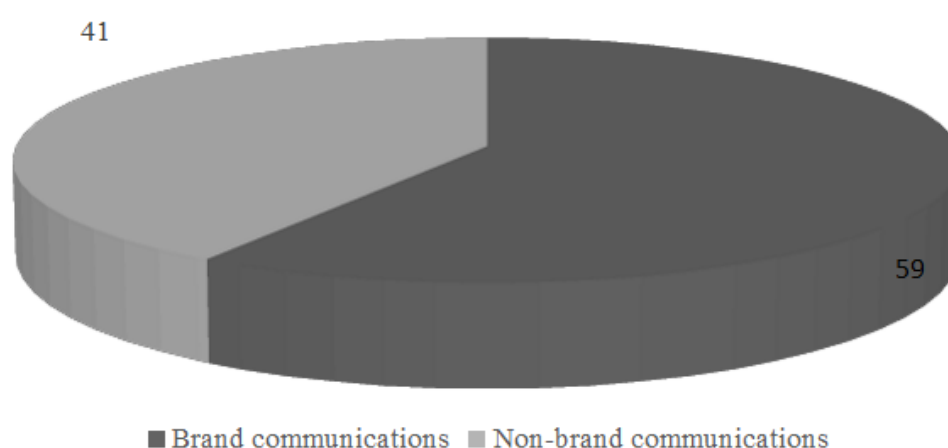


Fig. 2.8. Topics of communications of JSC CB "PrivatBank" for August 2024, %

Therefore, JSC CB "PrivatBank" effectively balances its communications between brand building (59% of brand communications) and promotion of specific products (41% of non-brand communications). This indicates a balanced approach of the bank, which simultaneously supports brand recognition and actively attracts customers through product-oriented campaigns. Such a strategy helps PrivatBank remain competitive, maintaining a strong market presence and constantly responding to customer needs.

## CHAPTER 3

### WAYS OF IMPROVING PROCESSES OF FORMATION AND DEVELOPMENT OF EVENT MANAGEMENT

#### 3.1. Improving the positioning of event management in enterprise management

Positioning event management in enterprise management and modeling its strategic development are among the most difficult applied tasks in the process of forming and improving this type of management in the organization. If the formation of event management takes place according to the principle "from scratch", the situation is in many ways more definite, because then it is obvious that everything should start with the construction of a foundation and a base for managing business and team-building activities in the activities of economic entities, and then already fill it with constituent elements. In the case when event management already previously existed at the enterprise in one form or another, it becomes more difficult to carry out work in the direction of its development, since then it is often necessary to resort to measures of a reengineering nature. In any case, in order to understand the most appropriate directions for the development of event management, it is necessary, first of all, to position it in the management of the enterprise, determining its place in such management (current and prospective). The event management positioning model in enterprise management makes it possible to determine its optimal structure depending on the type of business, to carry out the decomposition of its functions, to identify its role in ensuring the development of the business entity, as well as to describe the roles of employees in this direction. In the final result, the specified model will help to increase the profitability of the enterprise by integrating the divisions that are involved in event management processes. It is about event management at the highest levels of its development contributing to the formation of real added business value. In the proposed model of event management positioning in enterprise management (Fig. 3.1), it is worth distinguishing its four defining roles:

- management of team building processes;
- management of business activities;
- strategic business partner;
- event management of integration, transformation and changes [27].



Fig. 3.1. Event management positioning model in enterprise management.

Each of the selected roles shows a different dimension of the integration of event management into enterprise management. Moreover, if the management of the business entity sees in event management only the implementation of its so-called "basic" roles – management of team building processes and management of business activities – in this case it is worth talking about focusing the attention of managers on processes. On the other hand, if event management is related to the fulfillment of the roles of integration, transformation and change, as well as strategic business partnership in the activities of the business entity, it focuses on the future (a higher level of integration into the management system). Each of the individual components of the event management positioning model in enterprise management has its own characteristics, as well as its own direction of expert work in the context of the formation and use of the organizational structure of management (Table 3.1).

Table 3.1

Characteristics of the components of the event management positioning model in  
enterprise management

Roles	Areas of expert work	Characteristics of roles and areas of expert work
Management of team building processes	Consultant in the team building area of event management	Studying the needs of the staff, creating conditions for increasing the potential and activity of the team, ensuring the full development of each team member, developing a program and holding team-building events, stimulating the staff, ensuring the preservation and improvement of employee motivation for career growth and development within the company
Management of business activities	Center for business events	Center for business events Creation of a management system for business trips and business trips, provision of quick feedback to persons on business trips, preparation of all necessary documents within the scope of business events, assessment of the company's opportunities to participate in business trips, search for new opportunities and needs of business contacts, development long-term and short-term business travel plans and schedules, identifying trends in the types of business travel that will be most appropriate for the company in the context of its life stage cycle and the state of the market situation, finding and making optimal decisions regarding the involvement of employees in business activities, etc.
Strategic business partner	Expert in strategic business development	Development of business strategy, event policy and procedures to achieve established company goals with the help of event management. Analysis of the general state of the event business, the adequacy of tasks and their compliance with the

		company's goals in general. Making decisions that ensure the creation of competitive advantages in the market and maintaining positions, expanding opportunities and increasing profits in the long-term perspective using event management tools and techniques
Event management of integration, transformation and change	Expert in event transformation, integration and changes	By using event management, building a system of complementarity of management processes with the combination and replacement of certain functions of organizational divisions, integration of event management into the work of all divisions, optimization of the work of divisions and ensuring a quick response to changes in the internal and external environment, transformation of approaches to the performance of certain tasks and functions, in particular marketing units (using elements of event marketing), personnel management, production units, etc

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

In addition, a systematic analysis of all event processes is carried out and an event management strategy is determined – strategic plans, strategic programs and strategic projects regarding event management are drawn up, as well as indicators and criteria for

its strategic control are determined. Within this role, you should provide support, clarification and be involved in the processes of forming the company's strategic goals and objectives, as well as short-term goals and budgets.

Event management of integration, transformation and change makes it possible to build an optimal work process, ensure complementarity and interchangeability of organizational divisions, as well as integration of event management into each link of the organizational structure of management to ensure increased efficiency of management activities. In this perspective, it is also worth talking about making changes to the powers and functions of specific actors and divisions, constant monitoring of changes in the environment and the search for novelties, communication between divisions and uninterrupted processes of information exchange, prompt introduction of changes and reactions to the needs of the internal and external environment, etc.

The management of team building processes is focused on motivating the performers to achieve organizational goals, stimulating this, as well as studying the needs of employees, preferences and reactions to certain activities. This role of event management is also related to the application of team building and team support methods for the formation of a favorable organizational culture, ensuring a friendly atmosphere in the team and healthy competition, supporting team spirit, creating conditions for energy and moral reset, motivating the team to improve their abilities and productivity at work, creation of more topics and activities to unite the team and bring team members together, etc.

Also, thanks to the management component of team building processes, prerequisites are created for supporting staff in a morally and physically healthy form. It is about determining the need for specific measures to improve the health and invigorate the activities of employees and divisions, analyzing each division separately and employees in general, finding common interests and implementing activities for the team, implementing elements of rest, measures to increase interest in the performance of functional duties relationships, motivating employees for future work, etc.

The role of business event management in the event management positioning model in enterprise management is also associated with a wide range of activities. In

particular, in this context, it is worth talking about planning and organizing business trips, studying the needs of employees and the market in business contacts, drawing up business itineraries and business maps, studying the opportunities of the industry and market offers. Particular attention should be paid to the identification of business activities that are necessary to support and develop relations between the enterprise and various groups of stakeholders. It is necessary to evaluate the effectiveness of the methods of holding business meetings and to determine the effectiveness of the latter. Within the areas of expert work of the enterprise's business events center, the search for popular events for business communication (exhibitions, forums, conferences, etc.) is carried out, its own business events are organized, and full support is provided to the employees who participate in them (providing support and communication language, transport issues, issues of visa and documentary support, legal issues, accommodation, participation in related cultural events, etc.).

The event management positioning model in enterprise management can be applied to various types of enterprises, regardless of their field of activity and size. It makes it easier to understand the structure of event management, and also makes it possible to clearly distinguish the functional powers of employees involved in these processes. The applied value of the developed event management positioning model in enterprise management is that it enables managers and business owners to expand their horizons and treat event management not as a separate subsystem of management, but as a system-forming component of increasing business efficiency. Understanding this, the management of the business entity can model the event management value development scheme in its organization: having a real assessment of trends and prospects for the development of the business environment, as well as being aware of the needs and expectations of stakeholders, prerequisites are created for the formation of an effective event management system with a clear structured processes and effective tools. Thus, event management will make a significant contribution to the success of the company on the market and to ensuring its long-term development.

The proposed model of event management positioning in enterprise management enables management to change the logic of their own thoughts and interpret this type of

management through the prism of "value for others" (for example, how the event management toolkit contributes to the improvement of supply, implementation and sales processes in organizations, what value does it have contributes to personnel management processes, how it helps to realize the mission and goals, etc.). Therefore, in the future, the effectiveness of event management can be determined by its qualitative and quantitative assessments by the so-called external stakeholders – to what extent event management helps them (for example, the department of foreign economic activities, the director of marketing and logistics, the internal audit sector, etc.) to fulfill their functional responsibilities and achieve key performance indicators.

Forming the structure of event management in the organization through the prism of understanding its possible roles, managers and owners are able to build the appropriate organizational management structure. In particular, it is obvious that each role from the table. 3.1 can be assigned to a separate division or to a separate official in the organization – and this is connected with a certain hierarchy of roles. For example, the executive director of event management can act as a representative of the highest level of management, carrying out general management of event management processes at the enterprise. Experts from each specific direction of event management can be in the middle echelon – an expert in strategic business development, an expert in event transformation, event integration and changes, a consultant in the team building direction of event management, and the head of the event management center for business events.

### 3.2. Proposals regarding the introduction of team building activities of JSC CB "PrivatBank" during the war

In large companies, such as JSC CB "PrivatBank", it becomes increasingly difficult for managers to feel and understand the internal atmosphere of the team due to the scale of the business and the number of employees. In this context, team building

activities play a key role in maintaining a healthy work environment. They perform several important functions:

1. Team cohesion— team building helps unite employees around common values and goals. Joint participation in activities increases trust and mutual understanding between employees, promoting effective cooperation.

2. Building communication— participation in team activities improves interaction between employees, which helps to resolve conflicts and create an open channel for the exchange of ideas. This is especially important in large teams, where communication can be difficult due to division by department or project.

3. Diagnostics of the potential of employees – volim—building activities also allow managers to observe the behavior of employees in different conditions and better understand their strengths, skills and level of interaction with the team. It helps to use the potential of the team more effectively, identify areas for development and optimize the process of assigning roles in work processes.

In general, team building is an important tool that allows not only to increase the efficiency of the team's work, but also to better adapt it to the challenges facing the business.

Before the start of the full—scale war, team building played a key role in shaping the corporate culture of many companies, including PrivatBank JSC. It was an effective tool for strengthening team interaction, increasing motivation and creating a friendly atmosphere among employees. However, February 24, 2022 fundamentally changed the conditions in which Ukrainian enterprises operate and the view on the importance of joint activities. In the conditions of war, the issue of maintaining morale and unity of the team has become even more urgent, which requires the development of new approaches to team building, adapted to modern realities.

In the conditions of war, team—building activities for JSC CB "PrivatBank" should be adapted to new challenges and aimed at supporting morale, emotional stability and team interaction of employees (Table 3.2)

Table 3.2

Proposals regarding the introduction of team building activities of JSC CB  
"PrivatBank" during the war.

Activities	Description
Online team building	Due to security risks, most events can be held online. It can be joint webinars, quizzes, creative workshops or online games that will promote team cohesion, even at a distance.
Therapy sessions and mental health support	Organization of group sessions with psychologists, trainings on emotional intelligence and stress management will help employees overcome difficulties in war conditions and maintain emotional balance.
Volunteer initiatives	<p>The organization of joint volunteer projects related to the support of the army or assistance to the victims can become an important element of team cohesion. This will contribute to the formation of unity and responsibility not only in the workplace, but also in society.</p> <p>Assistance to animal shelters, organization of a holiday for IDP children, and participation in equipping a shelter for an educational institution</p>
Environmental initiatives	Participation in socially useful initiatives, such as planting trees as part of the All-Ukrainian eco-marathon "Save Nature", will contribute to improving the environmental situation and increasing the team's social responsibility.
Sports activities	Conducting online challenges or sports competitions in safe zones will help maintain physical health and team spirit. Such activities may include yoga, meditation or fitness programs, football, etc.
Team building in the format of safe	In the regions, where possible, small meetings can be organized in shelters or safe zones for informal discussions, tea together or

offline events	discussing the bank's tactical actions, which will help maintain communication between employees.
Recognition of achievements and support of heroism	Implementing regular initiatives to recognize individual or team achievements during challenging work environments. For example, you can organize a "Day of Heroes", where the most active employees who demonstrate resilience, help others or show initiative in difficult conditions will be celebrated.

The proposed team building activities, which include the team's participation in socially important initiatives, not only contribute to strengthening the team spirit, but also increase the company's social responsibility. Such actions help unite the team around common values and goals, while at the same time demonstrating support for society in a difficult period. In addition, these measures are aimed at increasing the motivation of employees, which is a decisive factor for maintaining the stable and efficient operation of the bank in wartime conditions. Volunteer initiatives not only improve the internal atmosphere in the team, but also strengthen the bank's positive image among clients and partners, which contributes to its competitiveness in the market.

From the practice of many companies, two main approaches to choosing the frequency of team building events can be distinguished:

1. Regular activities: this approach involves planning and conducting team building on an ongoing basis. Companies organize such events twice a year, usually in summer and winter, or on certain important dates for the organization – Independence Day, New Year's Day, professional holidays or the company's birthday. Some companies choose a quarterly approach and conduct team building every three months. This allows you to create a predictable structure and sustain team spirit.

2. As needed: this scenario involves team building at those moments when it is most relevant for the company and the team. For example, after significant changes in the composition of employees, when the team needs to integrate new members, after the

completion of a large project or the launch of a new product. Also, management can initiate team building when it feels that the team needs additional support or motivation.

Both approaches have their advantages. A regular approach helps maintain stability and planning in the organization, while on-demand events allow you to quickly respond to changes in the work of the team or the mood of the team.

In modern conditions, the banking sector needs constant interaction with clients and effective branding. To maintain active communication, improve reputation and attract new customers, it is especially important to have a systematic approach to the organization of various events. The introduction of the position of event manager at JSC CB "PrivatBank" will increase the efficiency of these processes, ensuring not only the organization of corporate and marketing events, but also the creation of a quality experience for the bank's clients through participation in key events.

Responsibilities event manager:

1. Organization and holding of events for key target audiences (clients of the bank) in different regions, including presentations, forums, exhibitions and other events.
2. Participation of the bank in external events as a sponsor or partner to increase brand awareness and attract new customers.
3. Planning corporate events with an emphasis on strengthening interaction between the bank and clients.
4. Coordination of marketing and image products, provision of events with all necessary advertising materials.
5. Event budget control, cost optimization while maintaining a high level of event organization.
6. Document management, i.e. ensuring proper documentation for organization and reporting on events.

This position will increase the level of interaction with clients, strengthen the bank's image and expand the bank's presence at key events in the financial and business environment.

Thus, in the conditions of war, the introduction of team-building activities in JSC CB "PrivatBank" is necessary to maintain the cohesion and motivation of employees.

Proposals for the organization of such events, which include participation in socially useful projects and volunteer initiatives, not only strengthen the team spirit, but also increase the social responsibility of the company. Team building in the format of small teams allows you to create high-quality activities that help employees establish communication and increase the effectiveness of cooperation. These activities contribute to the formation of a positive corporate climate and help to adapt to new conditions, providing not only emotional support, but also professional development of the team. In the conditions of constant challenges brought by the war, the implementation of effective team building initiatives becomes an important element of the human resources management strategy at JSC CB "PrivatBank".

### 3.3. Ambassadorship as an element of event management in the banking sector

The ambassador program can be considered as a component of event management, as it involves the organization of various events and activities to attract and support the bank's brand ambassadors. In the context of a bank, ambassadors can be customers who positively influence the institution's image and spread information about its products and services, as well as bank employees.

The main aspects connecting ambassador programs with event management [28–30]:

1. Ambassadors can participate in specially organized events, such as trainings, presentations of new products or celebrations of the bank's achievements.
2. During events, ambassadors can get to know each other, which helps to create a community and strengthen ties between customers.
3. At events, ambassadors can provide feedback on products and services, which helps the bank improve its offerings.
4. Events can include promotional campaigns where ambassadors share their experiences, attracting new customers to the bank.

5. Conducting events for ambassadors helps to improve the image of the bank, as it positively affects the perception of the brand in the eyes of a wider audience.

Therefore, the ambassador program and event management are closely related, and the successful implementation of such a program can increase the effectiveness of communications and attract customers to the bank.

Ambassador programs contribute to the development of corporate culture, the formation of a positive image of the organization among customers and potential employees, as well as the creation of a community of like-minded people within the company. In addition, ambassadorship programs among customers are important, which allow attracting loyal customers to promote the bank's brand. This strengthens its presence in the market, builds trust in the brand and stimulates the growth of the client base through recommendations and positive experience of cooperation.

Employee and customer ambassadors play an important role in both employer branding and overall company branding. They become bearers of corporate values and culture, actively promoting the benefits of work and interaction with the company. Employee ambassadors help attract talented professionals, while customer ambassadors contribute to increasing brand trust and reputation in the market.

Employer brand ambassadors can perform a number of important functions to strengthen the company's position: participate in the hiring process by recommending candidates and conducting interviews with them; increase the level of involvement and interest of employees in the employer's brand; support corporate initiatives aimed at creating a positive working atmosphere; actively communicate with colleagues and other stakeholders both online and offline.

Customer ambassadors, in turn, play an important role in strengthening the company's overall brand: they recommend the bank's products and services to other potential customers; contribute to the formation of a positive brand image through feedback and participation in marketing campaigns; act as loyal representatives of the brand in their communities, increasing its trust and recognition in the market.

Therefore, it is advisable to offer JSC CB PrivatBank an ambassador program aimed at employees to support the employer brand, as well as an ambassador program for clients (Fig. 3.2).

We believe that this program can be successfully implemented in JSC CB "PrivatBank" and is aimed at forming a group of loyal expert employees who will become representatives of the bank and strengthen its employer brand thanks to active participation in public life.

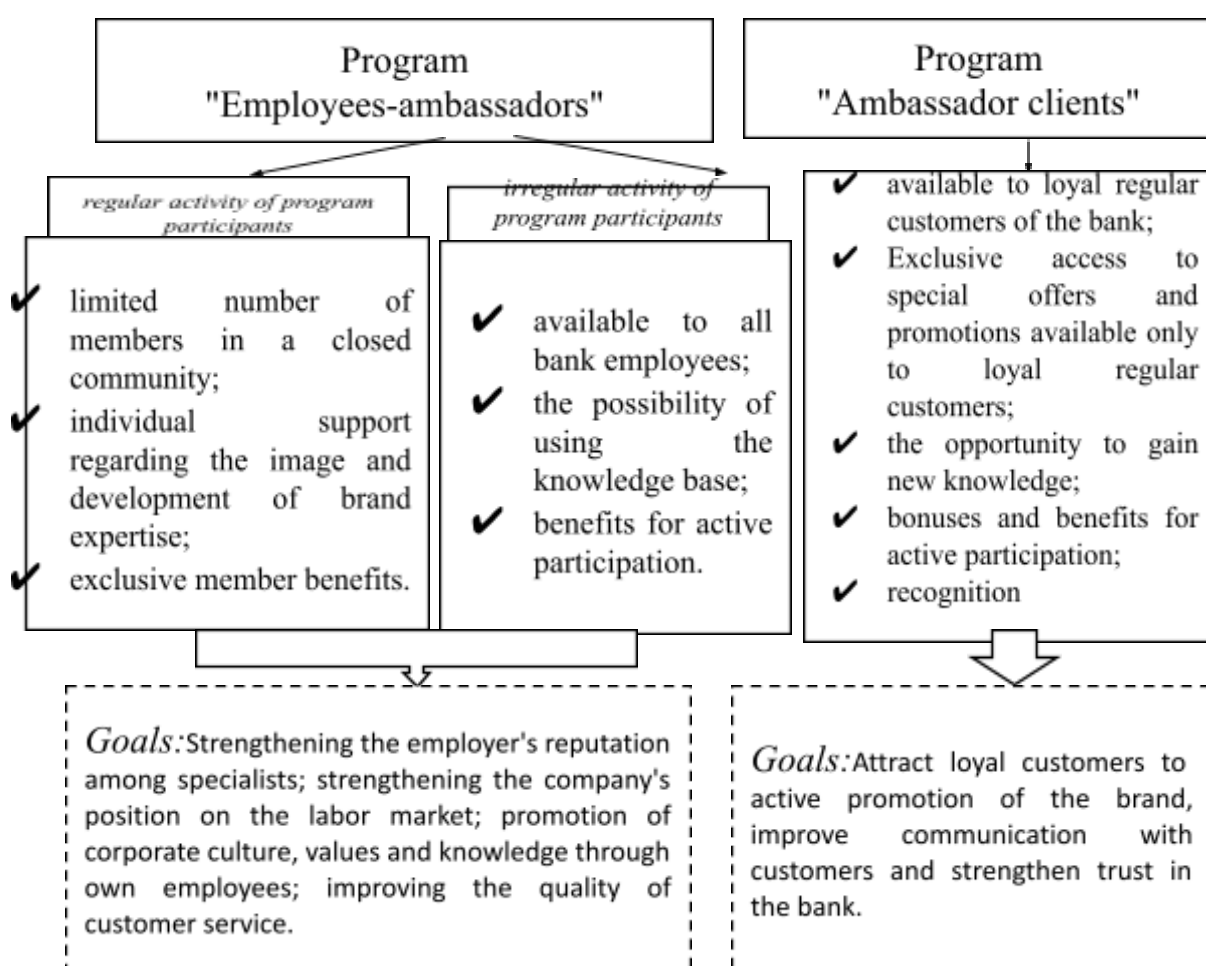


Fig. 3.2. Ambassador program of JSC CB "PrivatBank".

We believe that this program can be successfully implemented in JSC CB "PrivatBank" and is aimed at forming a group of loyal expert employees who will become representatives of the bank and strengthen its employer brand thanks to active

participation in public life. The ambassador program for internal employees of PrivatBank may include the following stages and initiatives (Table 3.2).

Table 3.2

Program "Employees–ambassadors" JSC CB "PrivatBank"

Stages	Initiatives
Information about the possibilities of the program and the selection of ambassadors	Determination of employee selection criteria (based on long experience in the company, high level of professionalism and loyalty to the bank); formation of a team of ambassadors (selection of interested employees who wish to represent the employer's brand).
Onboarding program for ambassadors	An onboarding program for employer brand ambassadors includes activities designed to prepare selected employees for their role. The main goal is to acquaint the ambassadors with the mission, values and corporate culture of the bank, as well as to prepare them for the effective presentation of the brand in the labor market. Key components of the program: familiarization with the company's history, purpose, corporate culture and tasks; trainings on public speaking, social networks, marketing and building a personal brand; ongoing support through online platforms, video conferences and meetings with program leaders; help in creating content and working with negative reviews; defining metrics for evaluating ambassadors' work.
Engagement and development of ambassadors.	Active support of ambassadors' publications in social networks about company events and initiatives. Involvement of ambassadors in corporate events to represent the bank. Development of individual development plans for each ambassador and collection of feedback to improve the program.
Motivation and recognition	To motivate ambassadors, a system of material (gifts, prizes for participation in raffles, certificates) and non-material (new knowledge, recognition, participation in a closed community, priority access to information and individual meetings with program leaders) incentives has been developed.
Evaluation of the impact of the ambassador program on the HR brand and corporate culture.	Conduct regular audits and surveys to collect feedback from customers and employees on program effectiveness, analyze results and compare them to established goals. Use the received data and acquired knowledge to make changes and improve the program.
Spreading the culture of ambassadorship	Recruiting new ambassadors among employees who are eager to join the program and expanding their influence through participation in conferences and webinars. Informing all employees and stakeholders about the success of the program, which will inspire others and strengthen the image of the bank.

Therefore, the ambassador program for employees helps to increase the loyalty and involvement of the staff in the bank. This initiative strengthens the employer's image and improves mutual understanding between management and employees. Ambassadors actively interacting in social networks become "brand ambassadors" or

"faces" of the bank, recommend its products and services, work with negative reviews and increase trust and attractiveness for potential candidates and clients.

Program of embassies for clients of JSC CB "PrivatBank" is presented in table 3.3.

Table 3.3

"Clients–ambassadors" program JSC CB "PrivatBank"

Stages	Initiatives
Selection of ambassadors	Determine the criteria for selecting ambassadors, for example, active use of the bank's products, positive service experience and willingness to share their experience. Conduct an online survey among customers to identify potential ambassadors.
Education and training	Conduct training sessions for ambassadors in which they will receive information about the bank's products, services and values. Provide materials such as brochures, videos and infographics that can be used to promote the bank.
Active participation in social networks	Encourage ambassadors to share their stories about positive experiences of cooperation with the bank on social networks. Introduce contests and promotions where ambassadors can win prizes for being active in promoting the bank (for example, for the number of new customers they attract).
Recognition and awards	Introduce a reward system for ambassadors, which includes bonuses, discounts on bank services or exclusive offers. Publish success stories of ambassadors on the bank's official platforms, which will increase their visibility and status among other customers.
Feedback	Regularly collect feedback from ambassadors to improve the program and adapt to customer needs. Organize focus groups to discuss ideas and suggestions from ambassadors for improving the bank's products and services.

The results of the implementation of the proposed program include strengthening the relationship between the bank and customers, attracting new customers through recommendations, as well as increasing the loyalty of existing customers and their activity in promoting the brand. Thus, the ambassadorship program for clients will

become a powerful tool for PrivatBank, which will help strengthen the bank's brand and create a positive impact on the market.

The next step is to develop a unique identity for the project to create recognition and associations that emphasize its value to the target audience.

Here are some ideas for the design of the program: 1) a brand book for ambassadors, which will contain recommendations for the use of HR elements (logo, slogan, colors) or the corporate brand. Possible titles: "Heart of banking" or "Leaders of change"; 2) original design for program materials (banners, posters, other advertising); 3) a special section on the website with information about the ambassadorship program, rules and successful cases; 4) ambassador sets (brochures, T-shirts, gifts) with the logo of the program; 5) educational resources for ambassadors (presentations, instructions, video lessons) with visual elements of the bank's brand.

Next, in table 3.4, we will present the approximate budget of the ambassadorship program of JSC CB "PrivatBank", taking into account the proposed ideas.

Table 3.4

The budget of the ambassadorship program of JSC CB "PrivatBank"

Expense category	Approximate cost (UAH)
1. Creation of a brand book	20,000
2. Design of advertising materials	25,000
3. Web section for the program	10,000
4. Ambassador sets	55,000
5. Educational resources	15,000
6. Organization of events for ambassadors	20,000
7. Rewards and Rewards for Ambassadors	25,000
That's all	170,000

This budget is indicative and may vary depending on specific decisions and program goals. It is also important to consider the possibility of attracting sponsors or partners to reduce the costs of implementing the program.

Therefore, the ambassadorship program of JSC CB "PrivatBank" has the potential to become an important component of event management, which will not only increase brand recognition, but also strengthen relationships with clients. This will help create a loyal community around the bank and strengthen its market position. Thanks to the

active participation of ambassadors in events, PrivatBank will be able to attract new customers and maintain high trust of existing ones, which will ultimately ensure sustainable business development.

## CONCLUSIONS

The research carried out in the work allows us to draw the following conclusions.

Various approaches to the interpretation of the concepts "event" and "management", which are the basis of the concept of event management, are considered. It has been established that the theory and practice of managing various events related to the activities of companies is usually focused on their business aspect. At the same time, it was emphasized that it is not appropriate to limit event management exclusively to events of a business nature, since the content of the concept of "event" is much broader and also extends to events of a non-business nature (for example, integration trainings for personnel, corporate outings, etc.).

The concept of event management is proposed to be understood as a type of management activity aimed at managing various business events (business meetings, fairs, exhibitions, conferences, congresses, marketing events, social initiatives, etc.) and team building in the activities of enterprises, organizations and institutions to achieve their strategic and tactical goals.

In order to specify the essence of event management, its key characteristics are singled out, namely: event management is associated with a set of various relationships that arise during the management of business and team building events; the field of event management is closely related to call "business" and "team building" infrastructure, which, in particular, includes conference halls, various technical equipment, audio and video equipment, accommodation facilities (accommodation) of employees / participants, catering, transport, etc.; event management is an independent field of scientific knowledge and professional activity; event management in its content is more related to the category of working time of employees; event management is based on a set of scientifically based provisions (principles, methods, forms, tools, etc.); the field of event management extends both to the internal environment of the business entity ("internal" orientation) and to measures related to the external environment ("external" orientation); event management in its content is also a specific function of management, which is realized through the implementation of five general functions

known in theory and practice; the key initiator of events within event management is most often the business entity; the development of event management at the level of business entities is closely related to the development of the culture of the event industry both at the level of the industry, region or state in general, and at the international level; the toolkit of event management extends not only to the sphere of business, but also to the sphere of activity of non-profit organizations or to the sphere of implementation of various social initiatives; event management covers activities of a programmed nature, that is, those based on a clear sequence of actions in accordance with previously established and specifically specified directions.

The classification of types of events is considered. They are proposed to be classified by the nature of the event (cultural-entertainment, sports, religious, corporate-business (business), social-political, scientific, etc.), by scale (micro-events, macro-events, mega-events), by the venue (events held at the territory of the customer, events that take place outside the territory of the customer, events that take place both on the territory of the customer and outside it), by content (business, team building), by the frequency of the event (one-off, periodic, permanent), by the subject composition of the participants (internal to the organization, external to the organization, a combination of the first and the second), by the nature of the interaction of the participants (formal, informal), by the subject composition of the organizers and coordinators ( internal, external), by the national composition of participants, organizers and coordinators (national, international), by attachment to the venue (mobile, attached to a specific place, mixed), by the level of novelty (classical, creative), by the form of interaction of participants (virtual, happening live), by time orientation (retrospective, current, prospective), by the features of financing (financed by the customer organization, financed by entities external to the customer organization, mixed financing) , by completion (completed, unfinished).

A conceptual model of building and using event management in enterprise management has been developed, which enables event management subjects and managers of economic entities to identify the necessary resource provision, goals, tools, policies, rules, procedures, indicators, criteria, etc. for more effective implementation of

event activities. The proposed conceptual model covers both the factors of the internal and external environment that affect event management, as well as other constituent elements necessary for its effective functioning in the process of enterprise management, in particular, subjects, objects, various resource support, goals and tasks, principles, technology and results of event management, as well as structural components of event management, including tools, technological components, personnel, policy, rules and procedures, indicators and evaluation criteria of event management.

A general description of the financial and economic activity of PrivatBank JSC CB, which has a reliable financial base and a sufficient level of equity capital to conduct its activities in accordance with the regulations of the National Bank of Ukraine, is given. The results of 2023 indicate the stability of the bank, as the total volume of assets exceeded UAH 680 billion. Net profit increased by UAH 7.6 billion, reaching UAH 37.8 billion, which indicates an improvement in financial efficiency, despite the challenges in the country.

An assessment of indicators of the effectiveness of the brand management of JSC CB "PrivatBank" was carried out, which demonstrates leading positions in numerous ratings, which confirms its strong brand and reputation on the Ukrainian market. The brand of JSC CB "PrivatBank" has a value of 156 million. USD, which puts it in third place among other brands, second only to "Nova Poshta" (\$192 million) and "ATB" (\$185 million), which indicates the bank's strong position in the market and high recognition among customers. Leadership in ratings also helps to attract new customers and partners, increasing the competitiveness and sustainability of the brand in the market.

A model of positioning of event management in enterprise management has been formed, which makes it possible to determine its optimal structure depending on the type of business, to carry out the decomposition of its functions, to identify its role in ensuring the development of the business entity, as well as to describe the roles of employees in this direction, which will contribute to increasing profitability of the enterprise by integrating divisions that are involved in event management processes. In

the model of event management positioning in enterprise management, its 4 defining roles are singled out: management of team building processes; management of business activities; strategic business partner; event management of integration, transformation and change. Each of the selected roles shows a different dimension of the integration of event management in enterprise management, and also has its own characteristic and its own direction of expert work in the context of the formation and use of the organizational structure of management.

An ambassador program has been developed for employees and clients of JSC CB "PrivatBank", which has the potential to become an important component of event management, which will not only increase brand recognition, but also strengthen relationships with clients. This will help create a loyal community around the bank and strengthen its market position. Thanks to the active participation of ambassadors in events, PrivatBank will be able to attract new customers and maintain high trust of existing ones, which will ultimately ensure sustainable business development.

## REFERENCES

1. Mysyk V.M. The essence and characteristics of event management in the enterprise management system. *Black Sea Economic Studies*. 2020. No. 50–1. P.143–149.
2. Barker, H., 2016. Event Management: 7 Clients Every Event Planner Has. *Event Manager Blog*. [online] Available at: <<https://www.eventmanagerblog.com/clients-every-event-planner-has>> [Accessed 3.10.2024].
3. Beech, J., Kaiser, S. and Kaspar R., 2014. *The Business of Events Management UK*: Pearson Education Limited, 393 p.
4. Mysyk V.M. Types of events as objects of event management. Current problems of modern science, technology development and management: I International scientific and practical conference for the 55th anniversary of the Khmelnytskyi Polytechnic College of the Lviv Polytechnic National University. Khmelnytskyi, Ukraine, November 26, 2020. Khmelnytskyi: Khmelnytskyi Polytechnic College of the Lviv Polytechnic National University.
5. Povaliy T. L. *Event management: study guide / Vol. L. Povaliy, N. D. Svetailo – Sumy: Sumy State University, 2021. – 198 p.*
6. Mysyk V.M. and Zhezhuh V.Y. Event management in Ukraine: problems, trends, prospects and directions of reengineering. In: A.P., Duka, ed. *Paradigmatic challenges of modern development: a collective monograph*. Chernihiv: NGO Scientific and Educational Innovation Center of Social Transformations. 2022. P. 31–45.
7. Karpyuk O.A. and Syngaevska A.O. Event management of restaurant business of Ukraine as a tool of marketing communications. O.O. Evenok Publishing House, Ivan Franko Zhytomyr State University. 2017. P. 331–359
8. Afolabi, TM, Pogge, EK, Early, NK, Larson, S., Stein, J., Hanson, L., et al, 2022. Evaluating the impact of integrating SMART goal setting in preceptor development using the Habits of Preceptors Rubric. *Am J Health Syst Pharm*, 79(14), pp. 1180–1191.

9. Consolidated interim abridged financial statements of JSC CB "PrivatBank" as of June 30, 2024

URL: [https://static.privatbank.ua/files/Konsolidovana\\_promizhna\\_skorochena\\_finansova\\_zvitnist\\_za\\_shist\\_misyatsiv\\_shcho\\_zakinchylys\\_30\\_chervnya\\_2024\\_roku.pdf](https://static.privatbank.ua/files/Konsolidovana_promizhna_skorochena_finansova_zvitnist_za_shist_misyatsiv_shcho_zakinchylys_30_chervnya_2024_roku.pdf) (date of application: 4.10.2024)

10. Organizational structure of JSC CB "PrivatBank" management as of 07/21/2023. URL: <https://d2z9uwnt8eubh7.cloudfront.net/media/default/0001/75/5b657afe7d3d115aa79f319242752174e9ce5e1a.jpg> (date of application: 4.10.2024)

11. Annual report of JSC CB "PrivatBank" for 2023 URL: [https://static.privatbank.ua/files/Richnyy\\_zvit\\_za\\_2023.pdf](https://static.privatbank.ua/files/Richnyy_zvit_za_2023.pdf) (date of application: 4.10.2024)

12. Annual report of JSC CB "PrivatBank" for 2022 URL: [https://static.privatbank.ua/files/doc2\\_09092022.pdf](https://static.privatbank.ua/files/doc2_09092022.pdf) (date of application: 14.10.2024)

13. Economic norms and limits of the bank's open currency position as of January 1, 2023. URL: [https://static.privatbank.ua/files/dod4\\_20230101\\_signed.pdf](https://static.privatbank.ua/files/dod4_20230101_signed.pdf) (date of application: 14.10.2024)

14. Economic norms and limits of the bank's open currency position as of January 1, 2024. URL: <https://static.privatbank.ua/files/0000003327889762.1.0.pdf> (date of application: 10/5/2024)

15. Bank stability rating based on the results of the 2nd quarter of 2024 URL: <https://minfin.com.ua/ua/banks/rating/> (date of application: 5.10.2024)

16. Rating of reliable banks of Ukraine 2024  
URL: <https://forinsurer.com/rating-banks> (date of application: 5.10.2024)

17.25 leading banks of Ukraine 2023  
URL: <https://banksrating.com.ua/news/25-providnyh-bankiv-ukrayiny-2023/> (date of application: 6.10.2024)

18. TOP-50 most expensive brands of Ukraine in 2024  
URL: <https://money.comments.ua/ua/article/economy/lideri-vartosti-top-50-naydorozh-chih-brendiv-ukraini-u-2024-roci-731197.html> (date of application: 6.10.2024)

19. All-Ukrainian annual FinAwards recognition of the best URL:  
<https://www.finawards.com.ua/> (date of application: 6.10.2024)

20. Top 50 employers (2021) URL:  
<https://www.procreditbank.com.ua/assets/Uploads/publications/FORBES-JAN-2021.pdf> (date of application: 8.10.2024)

21. Top 50 employers (2022) URL:  
<https://forbes.ua/ratings/50-naykrashchikh-robotodavtsiv-2022-13012022-3179> (date of application: 8.10.2024)

22. Top 50 employers (2023)  
URL:<https://forbes.ua/ratings/50-naykrashchikh-robotodavtsiv-voennogo-chasu-24042023-13221> (date of application: 8.10.2024)

23. Top 50 employers (2024) URL:  
<https://landlord.ua/news/top-50-najkrashhyh-robotodavcziv-ukrayiny-u-2024-roczi/> (date of application: 8.10.2024)

24. Banks increase the costs of promoting their services. Known URL market leaders:<https://delo.ua/banks/banki-zbilsuyut-vitrati-na-prosuvannya-svoyix-poslug-vidomi-lideri-rinku-424731/> (date of application: 11.10.2024)

25. Banks spend more on brand promotion and customer attraction. We tell you who, how much and for what purpose  
<https://delo.ua/banks/reklamnii-milyard-skilki-ukrayinski-banki-vitracayut-na-prosuvannya-svogo-brendu-i-zalucennya-novix-klijentiv-424680/> (date application: 11.10.2024)

26. Web analytics of the JSC CB "PrivatBank" website URL:  
[https://pro.similarweb.com/#!/digitalsuite/websiteanalysis/overview/website-performance/\\*999/1m?webSource=Total&key=privatbank.ua](https://pro.similarweb.com/#!/digitalsuite/websiteanalysis/overview/website-performance/*999/1m?webSource=Total&key=privatbank.ua) (date of application: 11.10.2024)

27. Mysyk V.M. The importance of professional event management from a business perspective. In: Modern management: trends, problems and prospects of development: IV International scientific and practical conference of young scientists and students. Dnipro, Ukraine, November 28, 2019. Dnipro: Alfred Nobel University

28. Rudelius, V., Azaryan, O. and Vinogradov, O., 2009. Marketing: a textbook. Consortium for the improvement of education management in Ukraine.
29. Sydorenko A.O., Chorniy V.V. Modern methods of personnel management of the enterprise. Actual problems of economy and management. Management. 2020. No. 14. P.1–7.
30. Bowdin, G., Allen, JW, O'Toole, and Harris, R., 2006. Events Management. Great Britain: Elsevier, 510 p.
31. Tanasiychuk A. Development of brand communications in the digital environment. Transformational economy. 2023. No. 3 (03). P. 45–49. URL:<https://transformations.in.ua/index.php/journal/article/view/31/32> (date of application: 16.09.2024)
32. Tanasiychuk A.M. Methods of evaluating the effectiveness of Internet communications of enterprises. Socio–political, economic and humanitarian dimensions of the European integration of Ukraine: coll. of science Ave. IX International science and practice conf., m. Vinnytsia, September 14–16, 2021. Vinnytsia, 2021. Ch. 3. S. 147–159.
33. Allen, J., O'Toole, W., Harris, R., & McDonnell, I. (2012). *Festival and special event management* (5th ed.). John Wiley & Sons.
34. Bowdin, G. A. J., Allen, J., O'Toole, W., Harris, R., & McDonnell, I. (2010). *Events management* (3rd ed.). Routledge.
35. Getz, D. (2012). *Event studies: Theory, research and policy for planned events* (2nd ed.). Routledge.
36. Van der Wagen, L., & White, L. (2018). *Event management for tourism, cultural, business, and sporting events* (5th ed.). Cengage Learning.
37. Shone, A., & Parry, B. (2013). *Successful event management: A practical handbook* (4th ed.). Cengage Learning.
38. Masterman, G. (2014). *Strategic sports event management: An international approach* (2nd ed.). Routledge.

39. Yeoman, I., Robertson, M., Ali-Knight, J., Drummond, S., & McMahon-Beattie, U. (Eds.). (2012). *Festival and events management: An international arts and culture perspective*. Routledge.

40. Bladen, C., Kennell, J., Abson, E., & Wilde, N. (2012). *Events management: An introduction*. Routledge.