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AN ANTICIPATORY APPROACH TO EVENT MANAGEMENT IN CRISIS CONDITIONS

В статті з метою підвищення стійкості івент-підприємства, ефективності управління змінами та адаптацією до нових умов господарювання в зовнішньому середовищі сформовано програму вирішення проблем управління івент-підприємством в умовах економічної нестабільності, яка складається з ієрархічно послідовних рівнів створення комплексу методів та підходів реалізації функцій управління за слабкими сигналами: моніторингу, оцінки, аналізу та планування. Формування стратегії антисипативного управління івент-підприємством пропонується проводити за рахунок поступової реалізації визначених концептуальних рівнях. Кожний рівень наповнено відповідним до нього забезпеченням у вигляді методів, моделей, інструментів їх реалізації та очікуваних результатів в практиці впровадження на івент- підприємстві. Особливу увагу приділено модельному рівню, де пропонуються моделі, за рахунок яких відбувається реалізація стратегії антисипативного управління івент-підприємством: модель двоетапної ітерації з шумової корекції та встановлення бази відгуку сигналів; модель визначення вразливості івент-підприємства від стану складових потенціалу розвитку; модель оцінки впливу факторів на стабільність процесів розвитку івент-підприємства в антисипативному управлінні; модель оптимізації управлінських рішень в антисипативному управлінні розвитку івент-підприємства за встановленими обмеженнями. Реалізацію запропонованих методів та підходів формування стратегії антисипативного управління івент-підприємства пропонується забезпечити відповідним організаційним та інформаційним забезпеченням, що складає організаційно-практичний рівень стратегії.

In the article, with the aim of increasing the stability of the event enterprise, the effectiveness of change management and adaptation to new business conditions in the external environment, a program for solving the problems of managing the event enterprise in conditions of economic instability is formed, which consists of hierarchically consecutive levels of creating a set of methods and approaches for the implementation of management functions weak signals: monitoring, evaluation, analysis and planning. The formation of the strategy of anticipatory management of the event enterprise is proposed to be carried out at the expense of the gradual implementation of the defined conceptual levels. Each level is filled with appropriate support in the form of methods, models, tools for their implementation and expected results in the practice of implementation at the event enterprise. Special attention is paid to the model level, where models are offered, due to which the strategy of anticipatory management of the event-enterprise is implemented: a two-stage iteration model for noise correction and establishing a signal response base; a model for determining the vulnerability of an event-enterprise from the state of the components of the development potential; a model for assessing the influence of factors on the stability of the development processes of an event-enterprise in anticipatory management; a model of optimization of managerial decisions in the anticipatory management of the development of an event enterprise according to established restrictions. The implementation of the proposed methods and approaches to the formation of the anticipatory management strategy of the event enterprise is proposed to be ensured by appropriate organizational and information support, which constitutes the organizational and practical level of the strategy.

Ключові слова: антисипативне управління, івент-менеджмент, івент-підприємство, криза, середовище, слабкі сигнали, розвиток.

Keywords: anticipatory management, event management, event enterprise, crisis, environment, weak signals, development

Formulation of the problem. Since the organization of events in Ukraine is becoming more and more popular among large companies, it is necessary to ensure the effectiveness of their implementation in order to achieve the expected result. In the conditions of a growing number of crisis situations, event companies and their PR managers should improve their communication strategies and focus their attention on effective interaction with the target audience, especially in the event sphere as a potentially dangerous industry, where knowledge of crisis PR acquires special importance. In this context, the study of the specifics and content of crisis response strategies in the event sphere has theoretical and practical value.

A timely detected crisis gives the event enterprise competitive advantages and additional opportunities for development, while the emergence of a crisis that the enterprise did not expect threatens its existence.

Analysis of recent studies and the unresolved part of the problem. Such domestic and foreign scientists as: N.M. Ponomaryova, G.L. Tulchynskyi, A.N. Romantsov, P.A. Shagaida, Yu.A. Bychun, T.E. Lokhina, A.V. Kostin, E.V. Popov, E. Patrusheva, V. Baranchev, A. Shawn, B. Perry, J. Tam, P. Norton, J. Neva, and others. [1-5]. However, these issues have not been sufficiently studied, and in connection with this, additional scientific research is needed.

The issue of managing the organization in the crisis conditions of modern Ukraine is quite widely covered in scientific opinion. Recent studies on this topic were conducted by such scientists as: O.O. Demikhina, Yu.V. Dyatlova, N.S. Zakharenko, O.O. Karas, V.V. Kovalenko, N.O. Kondratenko, V.A. Kryvoshlykova, S.O. Starodubtsev, V.L. Stoev, G.O. Tarasova and others [6-9].

Against the background of the conducted research, we found out that the theoretical base in the field of crisis management and PR is insufficiently developed for understanding the modern practice of the interaction of a business entity with target groups in a crisis situation, and especially in the event sphere.

Most researchers consider an enterprise's internal crisis only as a threat to its financial condition and the probability of bankruptcy. But, in most cases, the financial crisis is only a consequence of crises of other types, such as technological, personnel, logistics, etc.

External crises can be the result of gradual development or qualitative jumps. With the gradual emergence of a crisis, the external environment for a long time shows a tendency to the deterioration of indicators important for the company's events.

The purpose of the study is to provide a theoretical and methodological justification of the provisions and the development of practical recommendations for the improvement of anticipatory management of event activities in crisis conditions.

Research results. The high level of uncertainty of the external environment of the event business, the impossibility of accurately predicting trends, the nature of changes and their consequences for the industry, complicate the processes of adaptation of eco-

conomic entities to new working conditions arising in the course of such changes. Therefore, management based on weak signals, which inform about the occurrence of certain events in the future, becomes the most acceptable under modern conditions. Management based on weak signals, preventive management, preventive management, sometimes partially anti-crisis management - are components of anticipatory management. Anticipatory management, as well as traditional types of management, can be used at the enterprise as a general management system or a component of the general management system. The event enterprise as a living organism is constantly in a state of development, whether it is a trend of growth, stabilization or degradation of the organization, which makes the management process continuous. This fact indicates the strategic nature of such management, where each element is interconnected with others, supporting the system in a viable state. Considering anticipatory management of development as a general system of management at an event enterprise, the following main constituent elements should be singled out:

1. Monitoring of the internal and external environment.
2. Detection of signals about a change in the state of the environment.
3. Interpretation of signals.
4. Preparation and adoption of management decisions in response to the received signal.

However, in the existing scientific studies on this topic, the authors bring such approaches to the use of anticipatory management.

Thus, in work [10] a special place is given to the system of scanning and recognition of weak signals in anticipatory control. This process is reduced to the following stages:

1. Observations of general and event-enterprise-specific parameters of the external and internal environment are listed.
2. The principles of quantitative and qualitative assessment of external signals about the state and dynamics of the economic, demographic, socio-political, and legal situation in the national economy and its individual branches are determined.
3. The principles of quantitative and qualitative assessment of internal signals about the state and dynamics of the strategic potential and competitive status of the event enterprise and the achieved level of competitive advantage in the domestic market are determined.
4. The frequency of observation of the established parameters of the state of the external and internal environment and the principles of distinguishing between valid signals and "background noise" are determined.
5. The methods of analyzing the possible consequences revealed in the process of observing initial economic phenomena and initiated chains of intermediate economic phenomena that can cause a crisis state of the event enterprise are applied.
6. Methods of determining "control points" in chains of economic phenomena and the procedure for monitoring these points are used.
7. The methods of intra-company economic analysis are determined, summarizing the results of observing the dynamics of the values of the parameters of the external and internal environment of the event enterprise and evaluating the results of the analysis from the point of view of their impact on the possibility of carrying out the initial mission.

8. The principles of developing anti-crisis management solutions are chosen based on the use of the results of observations and internal company economic analysis.

The advantages of using this approach are a detailed step-by-step process of working with weak signals, in particular, in terms of their monitoring and interpretation. However, a significant limitation is the lack of specification of which methods anticipatory management should be used to identify and develop appropriate management solutions to prevent the occurrence of received internal and external environment signals. Other limitations include the absence of an evaluation system of indicators in the proposed approach, by which it would be possible to rank the strength of the detected signal and the scale of its influence by spheres of manifestation in the enterprise.

Also, the question of “control points” remains unclear from this approach, namely, by what method are they chosen, by what parameters are the action of “control points” determined, is the level of distorted information that comes along with the received signal subject to analysis and evaluation by “control points” in the form of noise, etc.

V.V. Khrapkina [11], arguing for the choice of tools for detection and recognition of weak signals, determines the value of the type of the investigated process. Further, the paper distinguishes two groups of weak signal analysis tools:

- 1) mathematical tools;
- 2) expert tools [11].

The author rightly claims that due to the fact that the mathematical toolkit is focused on the selection of some deterministic component of the behavior and development of the signal, it is possible to use a general model of time series for its analysis, which involves the sequential implementation of the following steps:

- 1) trend definition;
- 2) determination of the value of the seasonal component;
- 3) calculation of model error;
- 4) construction of a predictive model;
- 5) on the basis of a predictive model of receiving a weak signal.

The need to use expert tools in work [11] is expressed in the detection and monitoring of signals that accompany non-standard processes and events that do not have recorded historical analogies. In this case, in the future, it is possible to supplement the analysis of such a signal with the involvement of formal mathematical tools.

Agreeing with the proposed approach, we highlight the expediency of using mathematical tools in the detection and recognition of signals later in the work. The method of correlation-regression analysis is particularly relevant here, the use of which can be useful in determining the influence of certain factors on the stability of the development and functioning of an industrial enterprise. The use of expert models can be determined when monitoring specific signals, the sources of which are unique or newly created under the influence of changes occurring in the changing external environment.

In the study [12] it is proposed to carry out anticipatory management based on the search for acceptable organizational management options, which, according to the author, makes it possible to introduce a new functional organizational unit, as a crisis warning service, and to determine their tasks and functions. Their main tasks in this work include:

- creating and ensuring the functioning of information collection systems for the timely identification of the causes and factors of the development of crises, both in the external and internal environment;
- development of tools for the analysis of factors influencing the development of the company's insolvency;
- development of a crisis plan in the event of a crisis unfolding;
- provision of consulting support in the development of strategy and tactics for the development and promotion of products;
- development of proposals to deal with crisis phenomena of the enterprise;
- timely warning of the top management of the enterprise about the need to adopt anti-crisis decisions;
- determining the desired speed of taking preventive measures, budgeting the necessary costs, time and means for their implementation;
- determination of the possible effect of the implementation of the proposed anti-crisis measures [12].

This approach will be useful in the development of appropriate organizational support for the implementation of the strategy of anticipatory management of the development of an industrial enterprise, where it will be possible to implement the proposals given in the study of V.V. Davydenko. However, a significant limitation in the use of this approach is its unidirectionality when considering signals only from the point of view of warning of approaching crisis phenomena, omitting assumptions about the onset of favorable opportunities for the development of the enterprise.

Highlighting a process-structured approach to the implementation of anticipatory management at the enterprise, the authors O.E. Kuzmin, O.G. Melnyk and M.E. Adamov [13] single out the following main stages of the proposed approach:

- 1) Consistent implementation of anticipatory management technology through the performance of functions (planning, organizing, motivating, controlling and regulating).
- 2) Adequate formation of anticipatory management methods in order to develop and theoretically reflect the necessary methods of influence of the management system on the managed, related to the effective anticipation of probable changes in the external and internal environment.
- 3) Transformation of the developed methods of anticipatory management into appropriate management decisions with the aim of effective management influence, which ensures maximum use of opportunities or elimination of threats to the operating environment.
- 4) Implementation of leadership as a unifying function through comprehensive coverage of all processes in the anticipatory management system in order to ensure their effective course [13].

The advantages of this approach should include a detailed representation of the integration of anticipatory management into the general system of enterprise management with the selection of its functions and tasks. The authors described in detail the components of anticipatory enterprise management based on the use of a process-structured approach, namely:

1. Anticipatory planning at the enterprise.
2. Anticipatory organization of enterprise activity.

3. Motivation of employees involved in the process of anticipatory management at the enterprise.

4. Anticipatory control and regulation of enterprise activity.

However, this approach is rather informative, generalizing in nature, without a presentation, at the expense of which methods will be used to implement it.

R.A. Rudenskyi [14] suggests implementing anticipatory management of enterprise development through the following main stages:

1. Formalized representation of the management object and its environment.
2. Recognizing situations (internal and external).
3. Identification of behavior patterns.
4. Formation of a set of anticipatory reactions.
5. Selection of an anticipatory management measure.
6. Implementation and control of decision implementation [14].

In our opinion, a significant limitation of this approach, like the previous one, is its informative nature, which can serve as a general plan for the implementation of anticipatory management, but will require filling in part of the methodological basis of practical implementation, taking into account the conditions of implementation, time and factors of internal and external influence environment of an industrial enterprise.

Another approach to conducting anticipatory management of enterprise development is the approach proposed by [15], where scientists provide the following sequence of practical implementation of anticipatory management:

1. Determination of possible changes.
2. Preparation of a concise description of potential events.
3. Ranking of probable events by priority level.
4. Evaluation of the work performed.
5. Building a model of managers' responsibility for making effective decisions.
6. Making a managerial decision [15].

In our opinion, in this approach, the authors narrowed down the essence of anticipatory management only to the task of responding to changes occurring in the internal and external environment of the enterprise, without taking into account the management of the resource base when responding to received signals, excluded the establishment of relationships between the base of the signal manifestation at the enterprise and the expected impact of such a manifestation on adjacent spheres of activity, etc.

M.E. Adamiv analyzed the main stages of implementation of anticipatory management of the enterprise, he singles out the following sequence:

1. Consistent implementation of anticipatory management technology through the performance of functions (planning, organizing, motivating, controlling and regulating).

2. Adequate formation of anticipatory management methods in order to develop and theoretically reflect the necessary methods of influence of the management system on the managed, related to effective anticipation of probable changes in the external and internal environment.

3. Transformation of the developed methods of anticipatory management into appropriate management solutions with the aim of effective management influence, which ensures maximum use of opportunities or elimination of threats to the operating environment.

4. Implementation of leadership as a unifying function through comprehensive coverage of all processes in the anticipatory management system in order to ensure their effective course.

In our opinion, this approach deserves attention in terms of combining the technology of anticipatory management and the development of appropriate management solutions for choosing the most correct forms of response to the detected future changes in the external environment of the event enterprise.

Thus, having considered the existing approaches to conducting anticipatory management of an event enterprise, determining their advantages and limitations in use, in our opinion, the formation of a strategy of anticipatory management of an event enterprise is proposed to be carried out at the expense of the gradual implementation of the defined conceptual levels:

1. Theoretical and methodological.
2. Methodical level.
3. Instrumental level.
4. Model level.
5. Organizational and practical level.
6. Effective level.

Each level is filled with appropriate support in the form of methods, models, tools for their implementation and expected results in the practice of implementation at the event enterprise.

Thus, at the theoretical and methodological level, the components that serve as the theoretical basis for building and filling the next levels of the concept of strategy formation are defined. The basis of the theory of organization management is determined, where general management processes, tasks and functions serve as the basis for the development of processes of anticipatory management of an event enterprise.

Analysis and research of the theory of development management in conditions of instability will allow to determine the main types, methods, approaches and tools of anti-crisis management, to compare with the provisions of anticipatory management, to determine one's own understanding and essence of anticipatory management with the involvement of a strategic approach.

The conclusions obtained at the first level of the developed concept will be logically reflected in the formation of the second level - methodical.

At the methodological level, a method of iterative signal processing in anticipatory control is presented, the task of which is to maximally eliminate the noise that fills the signal coming from the external environment and to determine the response base of this signal in one or another sphere of activity of the event enterprise.

The method of assessing the sustainability of the event enterprise was developed in order to determine the level of sustainability and stability of development processes at the event enterprise, to establish the factors that have the greatest influence and to manage them.

To determine the reserve base for the correct response to detected signals of the external environment at the methodical level, it is proposed to use the method of comprehensive analysis of the development potential, which will allow to determine both

the weak and strong sides of the event enterprise in order to transform the information that carries the signal to the maximum advantage for oneself.

The method of optimizing decisions in anticipatory management is aimed at forming such a set of management decisions, the use of which will ensure the maximum effect from the adoption of one or another measure to level threats or the implementation of strategic initiatives under the condition of favorable opportunities created in the external environment of an industrial enterprise.

The identified methods will be further implemented due to the activation of the instrumental level of the anticipatory management strategy of the event enterprise. The instrumental level consists of the following components:

1. Economic-mathematical modeling (applied in the development of models based on the method of iterative processing of signals in anticipatory control, the method of comprehensive analysis of development potential).
2. Correlation-regression analysis (applied in the development of a model based on the method of assessing the sustainability of the development of an event enterprise in anticipatory management).
3. The method of dynamic programming (applied when developing a model based on the method of optimizing decisions in anticipatory management).

At the model level, models are proposed, due to which the strategy of anticipatory management of the event enterprise is implemented. These models include:

1. A two-stage iteration model for noise correction and establishment of the signal response base. This model ensures obtaining the most accurate original content of the signal and the field of activity of the event enterprise according to the intensity of its manifestation. The principle of iterative signal processing is universal for managing signals indicating approaching crisis events or favorable opportunities for development.
2. Model for determining the vulnerability of an event-enterprise from the state of components of the development potential. Such a model will include the analysis of the main components of the potential (personnel, investments) and signals of the external environment by spheres of manifestation, which makes it possible to determine the vulnerability of the event-enterprise depending on the change in the state of individual sectors of its environment and to choose the most optimal development strategy taking into account the scale of the influence of signals.
3. The model for assessing the influence of factors on the stability of the development processes of an event enterprise in anticipatory management. Within the framework of such a model, it is possible to solve the problem of assessing the stability of an event-enterprise in anticipatory management based on the use of the method of correlation-regression analysis of the influence of factors on the stability of the enterprise's development processes, which allows determining the directions for adjusting management decisions to counter the received signals and predicting the level of stability in the future.
4. The model of optimization of managerial decisions in the anticipatory management of the development of an industrial enterprise according to the established restrictions. The model can solve the problem of choosing the most appropriate options for responding to a signal about a change in the environment of the event enterprise according to the established limits on the cost and expected usefulness of the action, which ensures the

maximization of the overall efficiency of using the budget to compensate for the effects of the external environment.

The implementation of the proposed methods and approaches to the formation of the anticipatory management strategy of the event enterprise requires the development of appropriate organizational and information support, which constitutes the organizational and practical level of the strategy.

Conclusions. The logical conclusion in the formation of the strategy is the effective level at which the expected results from the implementation of the developed methodical set of anticipatory management tools of the event enterprise are reflected, which consists in increasing the stability of the event enterprise and increasing the efficiency in managing changes and adapting the event enterprise in accordance with the prevailing conditions in the external environment.

Thus, in order to increase the stability of the event enterprise, the effectiveness of change management and adaptation to new business conditions in the external environment, a sequence of tasks, methods and models for solving the problems of event enterprise management in conditions of economic instability was formed, which consists of hierarchically consecutive levels of creating a set of methods and approaches to the implementation of weak signal management functions: monitoring, evaluation, analysis and planning.

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